

Major Projects Performance Reporting 2025

March 2026

Independent assurance report to Parliament
2025–26:12

This report is printed on Monza Recycled paper. Monza Recycled is certified Carbon Neutral by The Carbon Reduction Institute (CRI) in accordance with the global Greenhouse Gas Protocol and ISO 14040 framework. The Lifecycle Analysis for Monza Recycled is cradle to grave including Scopes 1, 2 and 3. It has FSC Mix Certification combined with 99% recycled content.

ISBN 978-1-921650-22-2

Major Projects Performance Reporting 2025

Independent assurance report to Parliament

Published by order, or under the authority,
of the Parliament of Victoria

March 2026

The Hon Shaun Leane MLC
President
Legislative Council
Parliament House
Melbourne

The Hon Maree Edwards MP
Speaker
Legislative Assembly
Parliament House
Melbourne

Dear Presiding Officers

Under the provisions of the *Audit Act 1994*, I transmit my report *Major Projects Performance Reporting 2025*.

Yours faithfully



Andrew Greaves
Auditor-General
4 March 2026

The Victorian Auditor-General's Office (VAGO) acknowledges the Traditional Custodians of the lands and waters throughout Victoria. We pay our respects to Aboriginal and Torres Strait Islander communities, their continuing culture, and to Elders past and present.

Contents

Review snapshot	1
1. Our key findings.....	2
2. Our recommendation	9
3. Public reporting on major projects	10
4. Exploring major projects performance data.....	18
5. Appendices.....	33

Review snapshot

Can Parliament and the community use public information to assess major projects' progress and the reasons for significant variations?

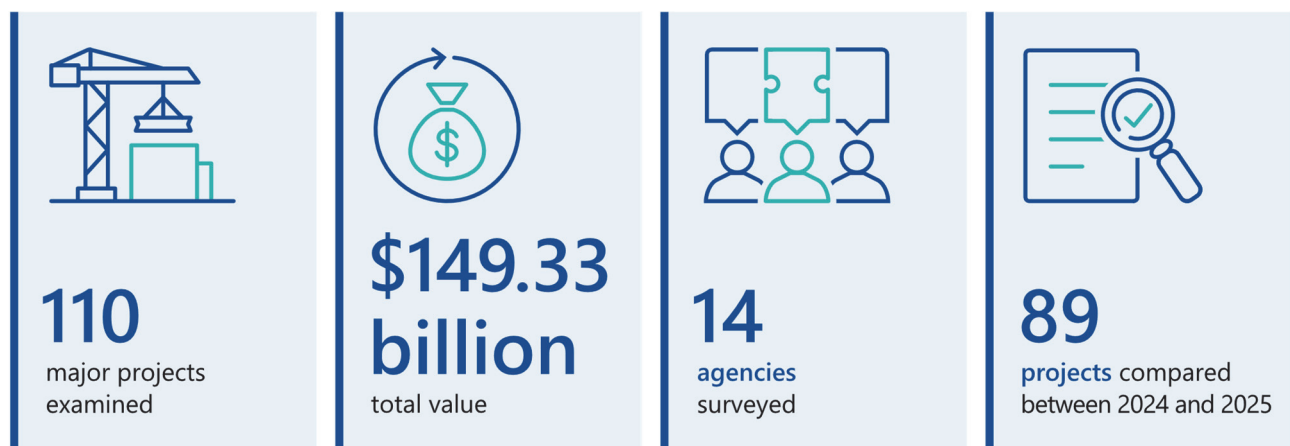
Why we did this review

Parliament and the community need transparent, useful information about major projects to hold the government and public entities to account.

This is our fifth annual review of major projects' performance reporting. We examined whether there is transparent, accurate and meaningful public information about the progress of major projects.

Our earlier reviews found entities do not publicly report on major projects' performance in a way that is consistent, transparent and useful to Parliament and the community.

Key background information



Source: VAGO.

What we concluded

Public information about major projects does not always give Parliament and the community the information they need to fully assess projects' progress and the reasons for significant variations.

Budget Paper 4: State Capital Program (BP4), which is the main consolidated source of public information about major projects, does not give a complete picture of how major projects are performing. This is because it does not always include meaningful information about changes to cost, scope and completion dates.

Other public information on major projects' progress can be useful, but it is not always easy for Parliament or the community to access. Information is not consolidated and in some cases is not available for all major projects.

The Department of Treasury and Finance (DTF) has taken steps to improve major projects reporting by implementing parts of recommendations from our previous reviews.

DTF developed the Capital Investment Dashboard to interactively present BP4 information and improved its guidance to entities about how to report project changes in BP4.

Since we began this series of reviews, public information about major projects performance is more accessible but key elements of our recommendations to address public reporting limitations have not been implemented. Fully implementing all previous recommendations would make publicly reported major projects performance information more transparent and useful.

In this review, we made one recommendation to DTF about improving public reporting on major projects by fully implementing our previous recommendations or requiring entities to report on existing major projects in their annual reports.

1.

Our key findings

What we examined

Our review followed one line of inquiry:

1. Do public sector entities provide accurate and reliable information on major projects' progress and significant variations to cost, time, scope and benefits?

To answer this question, we examined public reporting about major projects, including Budget Paper 4: State Capital Program (BP4), reports to the Public Accounts and Estimates Committee (PAEC) and project-specific websites.

We identified 110 major projects from BP4 2025–26 with a total estimated investment (TEI) over \$100 million. Of these, 92 major projects are separate initiatives in BP4 and the remaining 18 are sub-packages of larger major projects.

Sub-package

Some major projects can be split into sub-packages (or sub-projects), which contribute to the project's overall goal.

For example, 85 by 2025 (Level Crossing Removal) (metropolitan various), which is one of the government's programs to remove level crossings, splits its works into smaller sub-packages to remove specific level crossings.

We surveyed the 14 public sector entities delivering these projects:

- Coliban Region Water Corporation
- Court Services Victoria
- Department of Education
- Department of Energy, Environment and Climate Action
- Department of Jobs, Skills, Industry and Regions
- Department of Justice and Community Safety
- Department of Transport and Planning
- Homes Victoria
- Melbourne Arts Precinct Corporation
- Melbourne Water Corporation
- South East Water Corporation
- SEC Victoria
- Suburban Rail Loop Authority
- Victorian Infrastructure Delivery Authority.

In our survey we asked entities about their major projects. It included questions about:

- TEI and actual expenditure (to the survey date)
- estimated completion date
- scope changes
- self-assessment ratings.

We included the following entities in our review but did not survey them:

- Department of Health
- North East Link State Tolling Corporation
- State Sports Centres Trust
- VicTrack.

BP4 2025–26 lists these entities as the responsible entity for a major project or projects, although a different agency delivers those projects.

We also examined the Department of Treasury and Finance (DTF) because it:

- prepares BP4
- publishes the Capital Investment Dashboard
- oversees high value high risk (HVHR) projects
- provides guidance to entities and advice to ministers on major projects.

Our review provides limited assurance about the progress of the major projects and includes data entities provided in their survey responses. We are examining the Suburban Rail Loop in more detail in another review, *Delivering the Suburban Rail Loop*, which is planned to table in 2026.

Appendix A lists agencies' formal letters of response to this review along with their recommendation action plans. Appendix G shows entities' responses to our survey.

We have rounded monetary values throughout this report. In some instances this may result in minor inconsistencies in sums and percentages calculated from rounded values. We recommend examining the full dataset in Appendix G.

Identifying what is working well

In our engagements we look for what is working well – not only areas for improvement.

Sharing positive outcomes allows other public agencies to learn from and adopt good practices. This is an important part of our commitment to better public services for Victorians.

Terms used in this report

Capital project

A capital project is a project that builds, improves or maintains public assets or infrastructure.

Major project

A major project is a new, existing or completed capital project with a TEI over \$100 million.

Public Accounts and Estimates Committee

PAEC is a Victorian Parliament committee made up of upper and lower house members from the main political parties. It holds the government to account by scrutinising public accounts and Budget estimates through its inquiries.

Total estimated investment

TEI is the project cost reported in the Budget papers. This includes the base cost estimate, the base risk estimate (the expected cost of managing risks) and the excess risk estimate (additional money allocated above the base risk estimate).

Background information

Capital projects

Victoria's capital projects aim to provide the community with the infrastructure they need to travel, live and access services, such as healthcare, schools and recreation facilities.

Major projects are capital projects with a TEI over \$100 million. They are complex and take several years to complete.

The Victorian Government is not the only funding source for Victoria's major projects. The Australian Government contributes funding for some projects, and some projects are also funded by private contributions and user fees.

The Victorian Government reports on capital expenditure, including major projects, in BP4. New and existing capital projects in BP4 2025–26 are worth \$212.7 billion in total. This is \$4.2 billion more than new and existing capital projects in BP4 2024–25.

DTF estimates that \$23.8 billion was spent on capital projects during 2024–25.

Changes to projects' time, cost and scope

Sometimes a project's cost, estimated completion date or scope changes over time. Changes happen for many reasons, such as when the government increases a project's scope to deliver additional benefits to Victorians. A scope change can sometimes affect the project's cost or estimated completion date.

If an entity needs to change a project's scope, TEI or estimated completion date, it must seek government or ministerial approval for the change.

A project's TEI or estimated completion date may also change in BP4 from one year to another because of how projects are funded and developed.

For example, the government may fund an entity to develop a project's business case then provide more funding in a future Budget. Or, if a project does not have a confirmed budget because it is still in planning and commercial negotiation, an entity may provide an indicative TEI to BP4 that it will update later.

Figure 1: Reasons a project's time, cost and scope can change

Project element	Reasons for change
Estimated completion date	<ul style="list-style-type: none">• Materials or labour are unavailable• The entity needs to address environmental, cultural or safety concerns before the project can continue• The project's scope changes
Cost	<ul style="list-style-type: none">• Materials get more expensive• The entity needs to address environmental, cultural or safety issues• The government may fund separate project stages through different Budgets• The project's scope changes
Scope	<ul style="list-style-type: none">• An entity adds more locations, sub-packages, or extra work• An entity needs to address unexpected environmental, cultural or safety concerns• Multiple projects are combined to make them more efficient to deliver

Source: VAGO.

Major project performance public information

Parliament and the community need meaningful, timely and comprehensive information if they are to hold the government and public entities accountable for the money they spend on major projects. To be most useful, public reporting needs to:

- be in an easily accessible central location
- be accurate and easy to understand
- explain a project's progress, including how it is tracking against its approved TEI, estimated completion date, scope and benefits
- give meaningful explanations when a project's TEI, estimated completion date or scope changes.

Previous major projects performance reviews

Our 4 previous major projects reviews found that some entities we examined did not always consistently and transparently report on their major projects' performance.

We found that BP4 reporting was not comprehensive. We had concerns with project performance analysis and expected projects benefits measurement and assessment.

Previously, we made:

- 12 recommendations to DTF
- 2 recommendations jointly to DTF and the entities we surveyed
- one recommendation to entities we surveyed.

Major Projects Performance Reporting 2024 found that entities' internal reporting on major projects was high quality and meaningful. The internal reporting we reviewed in 2024 discussed challenges to progress and government-approved changes to cost, time and scope.

We also found that DTF's quarterly advice to ministers about major projects performance was comprehensive and analysed project risks and systemic issues.

But public reporting did not give this level of detail.

Because of this gap, we focused this review on public reporting and did not examine entities' internal reporting and reporting to DTF, or DTF's reporting to the government.

Comparing changes to projects between 2024 and 2025

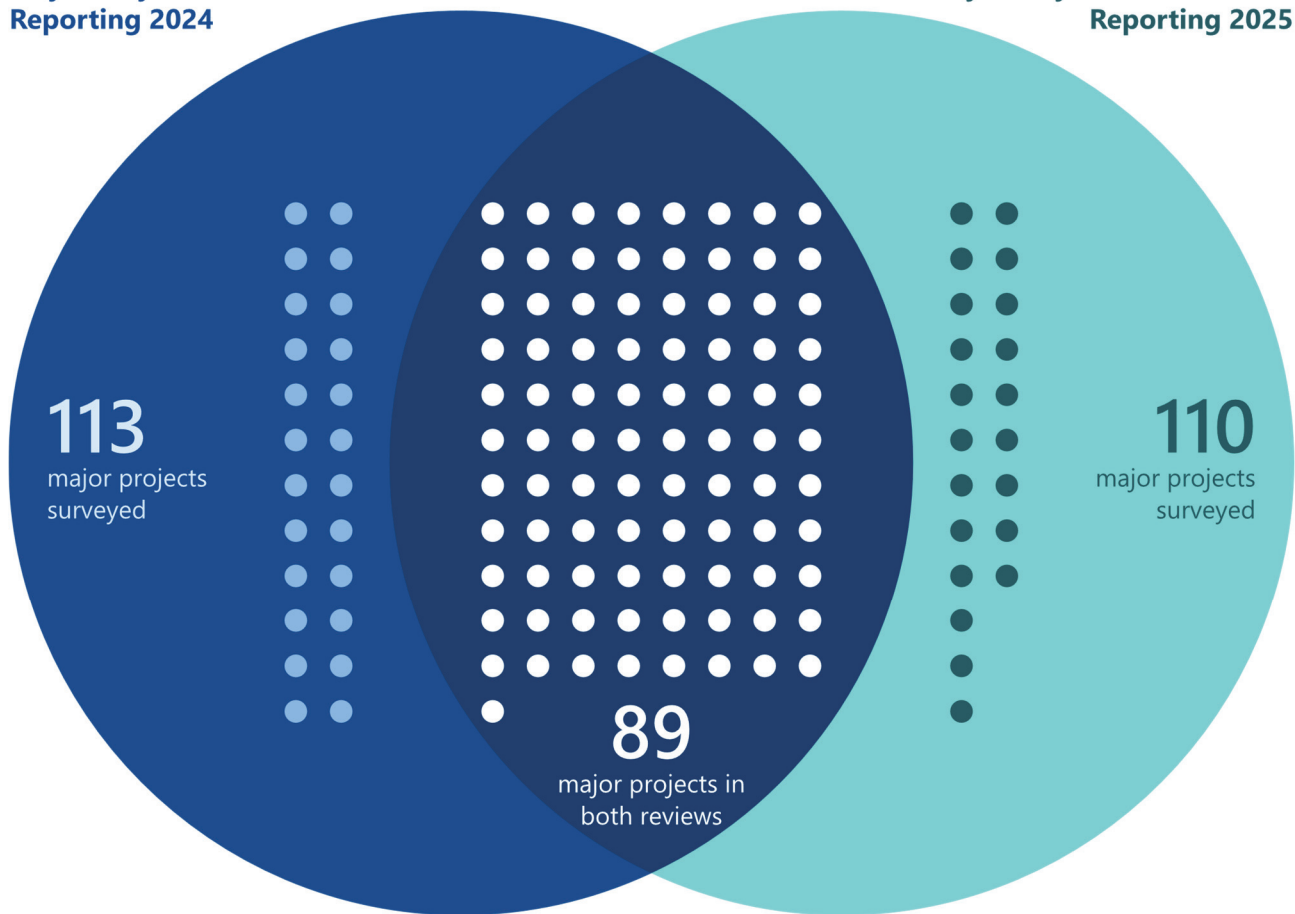
Major Projects Performance Reporting 2024 surveyed 15 entities about 113 major projects worth \$145.5 billion. We surveyed 89 of those projects again this year.

We asked the same questions in this review as we did for *Major Projects Performance Reporting 2024*. This means we can compare survey results to see what has changed since 2024.

Figure 2: Number of major projects in scope for 2024 and 2025

Major Projects Performance Reporting 2024

Major Projects Performance Reporting 2025



Source: VAGO.

Appendix D lists the projects in scope for this review.

Survey data analysis

We explore data from our surveys in more detail in Section 4. Our data analysis has insights into:

- project and TEI distribution across sectors
- current expenditure
- changes to TEI, time and scope
- self-assessment ratings
- project stage
- investment lifecycle documents.

We used this data to update our interactive major projects dashboard, which is a companion product for this report. The updated dashboard can be found at www.audit.vic.gov.au/report/major-projects-performance-reporting-2025.

What we found

This section focuses on our key finding:

1. Public reporting does not always provide enough information to give Parliament and the community a complete understanding of major projects' performance.

Our full recommendation, including the entity's response, is at the end of this section.

Consultation with entities

When reaching our conclusions, we consulted with the reviewed entities and considered their views.

You can read their full responses in Appendix A.

Key finding 1: Public reporting does not always provide enough information to give Parliament and the community a complete understanding of major projects' performance

Public reporting does not always give complete information on major projects' progress and significant variations to cost, time, scope and benefits.

There are multiple public sources of information about major projects. But there is no easily accessible central source that consistently gives Parliament and the community the information they need to fully understand how projects are performing.

Budget papers do not always clearly explain changes to projects

BP4 footnotes provide an explanation to Parliament and the community about any changes to capital investments. But they do not always include the underlying factors driving significant variations.

DTF gave entities guidance in 2025 about how to report changes to their projects for BP4 2025–26 footnotes. We found that some footnotes in BP4 2025–26 gave detailed, meaningful explanations about why a project changed, in line with DTF's guidance. But we also found footnotes that did not fully explain why a TEI or completion date had changed.

We also found that 5 projects had a change in TEI since the 2024–25 Budget but their footnotes did not disclose this.

This means that BP4 reporting does not always give Parliament and the community a full picture of how major projects are performing and the reasons for changes.

DTF introduced the Capital Investment Dashboard in 2022 in response to our first major projects performance review, which we tabled in 2021. The Capital Investment Dashboard presents BP4 information in an interactive format. As the Capital Investment Dashboard is based on BP4, it has the same limitations as data reported in BP4.

Other major projects reporting adds to public understanding but has limitations

Entities also report on their major projects in their annual reports, to PAEC and through capital-project-specific websites. While this adds to public understanding, these reports' usefulness is limited because:

- annual reports only contain limited performance information about completed projects, not existing ones
- the public may not be aware of reporting to PAEC or how to access it
- capital project websites provide useful updates on how a project is progressing, and reasons for a change in timing. But they are not a performance reporting mechanism and do not give information about how a project is tracking against its TEI or estimated completion date
- these reporting forms are not collected in one place, so the public may need to access multiple sources to find all the information they need about a major project.

DTF has made changes but there are opportunities for improvement

Over the last 4 years, our major projects assurance reviews have found a similar lack of detail in public reporting, limiting the community's ability to understand how major projects are progressing.

DTF has taken steps to implement our previous recommendations about public major projects performance reporting. DTF introduced the Capital Investment Dashboard and made some improvements to it. It also strengthened its guidance to entities about BP4 reporting, requiring them to provide more detail about changes to projects.

But DTF has not yet fully implemented key recommendations we made last year about expanding BP4's scope or developing a standalone major projects performance report. It has also not fully implemented parts of key recommendations about the Capital Investment Dashboard. Our 2024 recommendations about public reporting remain relevant.

Addressing this finding

To address this finding, we made one recommendation to DTF about improving public reporting on major projects by fully implementing our previous recommendations or requiring entities to report on existing major projects in their annual reports.

2.

Our recommendation

We made one recommendation to address our findings. The Department of Treasury and Finance has accepted the recommendation in principle.

Agency response

Finding: Public reporting does not always provide enough information to give Parliament and the community a complete understanding of major projects' performance

Department of Treasury and Finance	<p>1 Ensure there is meaningful annual public reporting on all existing major projects with a total estimated investment of over \$100 million that gives Parliament and the community a clear understanding of underlying reasons for significant changes to total estimated investment, completion date, scope and benefits by either:</p> <ul style="list-style-type: none">• fully implementing recommendations about public reporting made in previous VAGO Major Projects Performance Reporting reviews, in particular recommendations 1 and 2 from <i>Major Projects Performance Reporting 2024</i>, or• require departments and public sector entities to provide information in their annual reports about existing major projects with a total estimated investment of over \$100 million:<ul style="list-style-type: none">- the original approved total estimated investment and completion date- the latest approved total estimated investment and completion date- explanations for significant changes to total estimated investment, completion date and scope, including the underlying reasons and whether changes occurred within the annual reporting year- estimated actual expenditure to the end of the annual reporting year.	Accepted in principle
------------------------------------	---	-----------------------

3.

Public reporting on major projects

Public reporting does not always give Parliament and the community a complete understanding of how major projects are progressing and the reasons for significant variations.

In BP4, entities explain key information about their capital projects in a footnote. But not all BP4 2025–26 footnotes gave meaningful explanations for why a project's TEI, completion date or scope had changed, even though DTF's reporting guidance requires entities to provide them.

Although entities report useful major projects information in other ways, such as to PAEC inquiries and in annual reports and on websites, this information is not consolidated and is not always easy to find.

DTF has made improvements to public reporting on major projects since we began this review series. But more work is needed to fully implement our previous recommendations to improve major projects performance reporting transparency.

Covered in this section:

- Public major projects reporting
- Reporting on major projects in BP4
- Capital Investment Dashboard
- Previous recommendations to DTF
- Other reporting on major projects

Public major projects reporting

Sources

There are several sources of public reporting on major projects. The main sources are:

- BP4
 - reporting to PAEC inquiries
 - entity annual reports
 - entity websites and social media, and capital-project-specific websites, such as the Victoria's Big Build website.
-

**Budget Paper 4:
State Capital
Program**

BP4 is the most comprehensive source of information about Victoria's capital projects for Parliament and the community.

DTF told us that although BP4 gives information about capital projects' time and cost targets, its main purpose is to give an overview of capital investments that public entities will deliver in the coming financial year, in context of the whole state Budget.

DTF compiles BP4 every year from information that entities provide about their capital projects, and the Treasurer tables it in Parliament.

For ...	BP4 2025–26 gives the ...
new and existing projects	<ul style="list-style-type: none">• current approved TEI• estimated practical completion date• estimated expenditure to 30 June 2025 and estimated expenditure in 2025–26• remaining expenditure.
completed projects	<ul style="list-style-type: none">• current approved TEI• estimated expenditure to 30 June 2025• financial completion date.

Practical completion

A project reaches practical completion when most or all construction is finished.

Financial completion

After practical completion, projects move into the financial completion phase, which is when an asset may be operational before any disputes, warranties and defects have been resolved with construction contractors. After resolution, a project is financially complete.

In BP4, entities explain key information about their capital projects in a footnote. This includes changes to a project over the last year, such as a change in TEI or estimated completion date.

Reporting on major projects in BP4

BP4 reporting BP4 does not always give Parliament and the community the information they need to understand how projects are tracking against their approved cost, time, scope and benefits.

Our *Major Projects Performance Reporting 2024* review found that entities were not clearly explaining project changes in Budget paper footnotes. This was because entities mainly reported in BP4 what had changed with their projects rather than why the change happened.

Another BP4 reporting limitation is that footnotes only report what has changed for a project since the previous year's Budget. To find a project's original TEI or estimated completion date, Parliament and the community would need to find the BP4 from the year the project first appeared, or use DTF's Capital Investment Dashboard.

Project changes We analysed BP4 2025–26 footnotes to see whether they give Parliament and the community enough information to understand changes to major projects.

Some footnotes gave detailed, meaningful explanations of why a project changed. But we also found footnotes that did not:

- fully explain why a TEI or estimated completion date had changed
- mention that a TEI had changed.

Meaningful information

BP4 footnotes do not always give clear explanations of why a TEI or completion date has changed, and what it means for the future of the project.

We found examples of footnotes using set phrases to describe changes to TEI or completion date that do not give readers any insight about the reason/s why the change occurred.

The BP4 footnote said ...	but this does not explain ...
the completion date changed 'to align with a revised project schedule' for 12 projects	<ul style="list-style-type: none"> • why the project schedule changed • whether this will affect the cost, scope or benefits of the project.
funding was 'reprioritised' to or from the project for 9 projects	whether funding has been reprioritised due to cost overruns and if so, whether the project's scope or benefits are at risk.
funding was reclassified as 'operating' or 'capital' 'in line with accounting standards' for 14 projects	<ul style="list-style-type: none"> • what the accounting standards are • what impact this has had on both the original capital budget and actual expenditure.

Our 2025 survey asked entities:

- to self-assess how their projects are tracking against approved time, cost, scope and benefits
- whether their projects have had a government-approved scope change that affected TEI or estimated completion date.

We compared the reasons for project changes in BP4 footnotes to what entities told us in our survey. The explanations entities gave for TEI and completion date changes were generally consistent between BP4 and survey responses.

But we found 2 projects where the BP4 footnote could have been clearer that TEI or completion date changes were related to scope changes.

For ...	the BP4 footnote said ...	and the survey attestation said ...
Road Blitz to Get Families Home Sooner and Safer (statewide)	the TEI increased due to more Australian Government and third-party contributions	there was a scope change to include additional works.
Western treatment plant 5 West nutrient removal plant (Werribee)	the estimated completion date has been revised to align with a revised project schedule	the TEI and completion date increased due to underestimated pipework scope and additional infrastructure requirements identified during construction.

Reporting in more detail on the reasons for the scope changes in BP4 would help Parliament and the community understand why the project changed, and the increased benefits they can expect the project to deliver.

Working well: Better practice BP4 footnotes

High-rise Redevelopment Program (metropolitan)

'The project name has changed from 'Public Housing Revitalisation Program' when it was published in the 2024–25 Budget. The TEI has increased by \$420.487 million due to the increased scope of works for redevelopment of towers at Malvern Road, South Yarra and Highett Street, Richmond as well as walk ups at the Richmond Estate announced in September 2024.'

New Tarneit railway station (Tarneit)

'The TEI has increased by \$39.406 million due to market escalation, change in scope and station design to futureproof the station. The estimated completion date has been revised to quarter 3 2026–27 to reflect a revised forecast for practical completion obtained after contract award. The project remains on track for commencement of operations in 2026.'

Source: DTF, BP4 2025–26 (pages 132 and 166).

TEI and completion date changes

We compared the TEI and estimated completion dates from BP4 2024–25 and BP4 2025–26 for the projects in scope of our review to see if they had changed. We checked BP4 2025–26 footnotes for 50 projects with a TEI or completion date change to see if they disclosed the changes.

All existing projects with a change to the estimated completion date disclosed this in their footnotes. But 5 projects with a TEI change did not disclose that change in their footnotes.

These 5 projects all belonged to the same water corporation. The lack of disclosure of the TEI change means that the public may be unaware that the project's cost has changed.

Ten projects in our review are listed as 'completed' in BP4 2025–26 and report a financial completion date, rather than a practical completion date. Completed projects do not usually report their actual practical completion date in BP4.

This means that Parliament and the community must look at entities' annual reports to find out whether the project met its approved timelines.

DTF guidance about BP4 footnotes

DTF provides guidance to public entities about what information to include in BP4 footnotes. According to DTF's guidance for reporting for BP4 2025–26:

'It is essential for a capital project to include a footnote in BP4 if there is a key change to report on the project since the prior budget year. Furthermore, a footnote should also include additional information that is considered 'of significance' for a project, even if that project's fundamentals are unchanged from the prior budget year.'

The guidance for reporting changes to TEI and completion date asked entities to outline detailed reasons for these changes and provided examples of how to do so.

Despite DTF requesting transparent and meaningful information about project changes, we found that the published BP4 2025–26 footnotes did not always align with DTF's guidance. We did not review the information for footnotes that entities provided to DTF.

DTF collates information from entities to prepare BP4 for the Treasurer, but there are no formal requirements for what BP4 must contain. DTF advised that any content in BP4 is published at the Treasurer's discretion.

Capital Investment Dashboard

Capital Investment Dashboard

DTF also publishes the Capital Investment Dashboard on its website. The dashboard gives an overview of major projects as reported in BP4 from 2015–16 to 2025–26.

DTF first published the Capital Investment Dashboard in June 2022 in response to a recommendation from our 2021 review.

The Capital Investment Dashboard increases major projects transparency by letting viewers explore information from BP4. DTF told us it is not intended as a project performance tracking tool.

As the Capital Investment Dashboard is based on BP4 data, it has the same limitations as BP4.

Because the Capital Investment Dashboard ...	it does not ...
only provides information about changes to a project's TEI, completion date or scope if it appears in the BP4 footnote	give readers additional insight into the underlying reasons for variations to major projects.
does not present historical information about approved TEI and completion dates for projects on an individual project page	allow readers to easily track changes to projects over time – readers must view each year separately on the BP4 tab to see historical information.
is updated annually alongside the release of the state Budget	give timely updates about the progress of projects.
does not list the entity responsible for delivering the project when this is different from the entity listed in BP4	easily allow Parliament and the community to hold entities to account for how their major projects are performing.

DTF advised that its Capital Investment Dashboard includes more information about major projects than dashboards from other Australian states and territories and comparable international jurisdictions. But there are still opportunities to increase the information the dashboard gives to Parliament and the community.

Previous recommendations to DTF

Improving BP4 reporting

Our previous reviews recommended ways to improve BP4 reporting.

Major Projects Performance Reporting 2024 recommended that DTF expand the scope of BP4 or develop an additional major projects report and dashboard to include:

- progress analysis against cost, time, scope and benefits
- more transparency and accountability by describing any relevant root cause factors that have caused a change in a project's previously approved cost, time, scope or benefits, as well as the impact of the change
- data and assessments that have been certified and endorsed by relevant entities' accountable officers.

DTF accepted the recommendation in principle and set a target completion date of mid-2026. DTF told us that it has taken steps to implement the recommendation by working with project delivery entities to enhance reporting. This includes its updated guidance on BP4 2025–26 footnotes.

As the timeline for implementing this recommendation has not elapsed yet, we cannot make conclusions about the impact of DTF's work to respond to it. The recommendation remains relevant. If fully implemented, it would provide Parliament and the community with the meaningful information they need to understand changes to major projects and how they are progressing.

Improving the Capital Investment Dashboard

We made recommendations in our 2022 and 2023 Major Projects Performance Reporting reviews to increase the Capital Investment Dashboard's transparency. DTF accepted these recommendations in principle. It has updated the dashboard annually since first publishing it in 2022, and told us that it has improved the dashboard by:

- adding proportional expenditure for projects
- updating TEI for projects with a TEI marked 'TBC' in previous Budget papers
- enhancing the user experience to make navigation easier.

But it has not implemented all aspects of our previous recommendations. The dashboard does not:

- contain at least the same data fields as the Victorian Government IT Dashboard, or our Major Projects Performance Reporting dashboards
- have a quarterly update schedule
- show scope, cost and time variance analysis against previously reported results
- identify project delivery entities in addition to the agencies identified in the Budget papers
- give red, amber and green ratings and explanations for each project
- have data for all years available to download.

Implementing these aspects of our previous recommendations would strengthen the Capital Investment Dashboard and provide Parliament and the community with more information to assess the progress of Victoria's major projects.

Other reporting on major projects

Entity annual reports

Entities include some information about major projects in their annual reports. But this information does not always give readers enough information to understand what is happening with projects in progress. This is because:

- entities will sometimes provide an update on their projects as part of their explanation of their activities for the year. But this tends to focus on project updates rather than a project's performance against its approved TEI and completion date
- entities report on projects when they reach practical or financial completion. But this only tells readers how a project performed once it is finished.

DTF produces a model report, which sets out the requirements entities must follow when preparing disclosures for their annual reports under the *Standing Directions 2018 under the Financial Management Act 1994*. Entities do not have to include information about changes to existing projects in their annual reports.

This is a missed opportunity to provide more public information about how major projects are performing from the entity that is accountable for delivery.

Reporting to PAEC

Entities complete a questionnaire for PAEC twice a year to assist the committee with its annual inquiries into financial and performance outcomes and Budget estimates. The completed questionnaires, transcripts and presentations from hearings and final inquiry reports are available on PAEC's website.

PAEC's inquiry into the 2024–25 financial and performance outcomes is in progress, with hearings held in November 2024. The completed questionnaires for 2024–25 asked entities for additional information on major projects performance compared to BP4. This includes:

- for existing projects with changes to TEI, completion date and scope, providing the TEI, completion date and scope at announcement as well as the revised values and the reason for changes
- for completed projects, the TEI and estimated completion date at announcement, the actual values and the reason for variance
- for HVHR projects, the gateway review stage and date completed, the date the business case was completed and a link to the business case if publicly available.

This information adds to the publicly available information on the progress of major projects and the reasons for variations to cost, scope or schedule.

We found that the information entities provided in their PAEC questionnaires was broadly consistent with their responses to our survey and the information in BP4. There are some minor differences between actual expenditure reported to PAEC and in our survey.

But each entity's questionnaire is only available as a separate document that is accessed from the PAEC inquiry's website. This means:

- it is time consuming to access information for multiple entities' projects
- if a person is seeking information about a particular project, they need to know which entity is responsible for it.

The public may also be less likely to access reporting to PAEC inquiries because they may not be aware that it exists.

PAEC also published a dashboard as part of its inquiry into the 2024–25 financial and performance outcomes. PAEC's dashboard gives more transparency about how departments are performing, although it does not include information about the performance of major projects.

Project-specific websites

There are several websites that provide information to the public about Victoria's major projects:

- Victoria's Big Build website, which has information about transport-related projects, such as roads, rail, the Level Crossing Removal Project, the Metro Tunnel Project, the West Gate Tunnel Project and the Suburban Rail Loop
- Development Victoria's website, which has information about projects that build spaces for the community, such as sports and arts centres, property development and urban renewal projects.

These websites are intended to inform the community about construction, disruption and consultation updates, and what the project aims to achieve. They are not designed to be an accountability mechanism to measure project performance.

But we found examples of detailed, meaningful reporting on the reasons for variation to TEI and completion dates that filled in gaps from BP4 reporting on the Victoria's Big Build and Development Victoria websites.

Working well: Victoria's Big Build website provides additional project information

The Western Highway duplication – Ballarat to Stawell (regional various) project attested in its survey that the project had a scope change affecting TEI and completion date due to delays because of legal challenges. The BP4 footnote did not reflect this. It reads: 'The estimated completion date is to be confirmed once planning activities are completed. The TEI includes \$499.380 million of Commonwealth Government funding'.

The Victoria's Big Build website provides additional context about the delays. The delivery entity had to vary the project design and develop a new cultural heritage management plan to protect culturally important sites.

4.

Exploring major projects performance data

We surveyed 14 agencies about how 110 major projects are performing against their expected cost, completion date and scope.

Since last year's review, this includes 16 new major projects, 84 existing projects and 10 completed projects that are collectively worth \$149.33 billion. Four projects did not attest a TEI because their TEIs are still to be confirmed.

We found little net change to the 89 projects we surveyed in both 2024 and 2025. The total TEI for these projects increased by \$169.03 million, or 0.12 per cent. Since last year's review, there were 67 additional quarters added to estimated completion dates across the 89 projects. Fifty-seven projects did not report changes to their completion dates, 3 projects reported a decrease and 17 reported an increase.

This section explores insights from the survey data, including changes to these projects' cost, time and scope to date.

Covered in this section:

- Insights from survey data

Insights from survey data

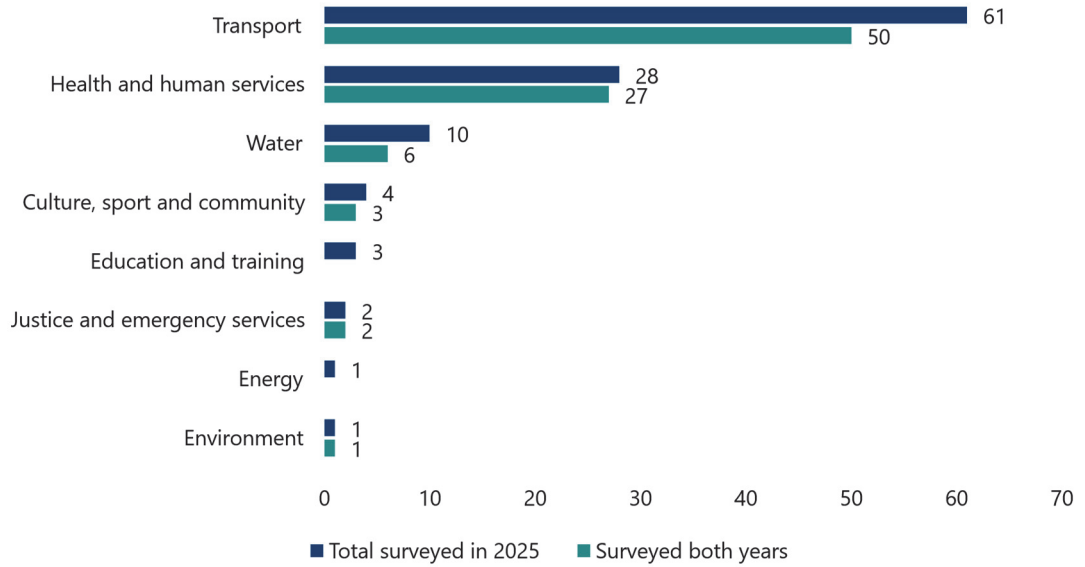
Major projects by sector Figure 3 shows which sector the 110 major projects we surveyed in 2025 and the 89 major projects we surveyed in 2024 belong to.

For both years, the transport sector has the most projects, about half of all projects surveyed, followed by health and human services.

In 2025, there were 19 health projects and 9 human services projects to build and improve social housing.

Eleven of the new projects listed in BP4 2025–26 that we surveyed in 2025 are in the transport sector, 3 in education and training, and one each in the energy and health and human services sectors.

Figure 3: Count of all major projects surveyed in 2025 and in both 2024 and 2025, by sector



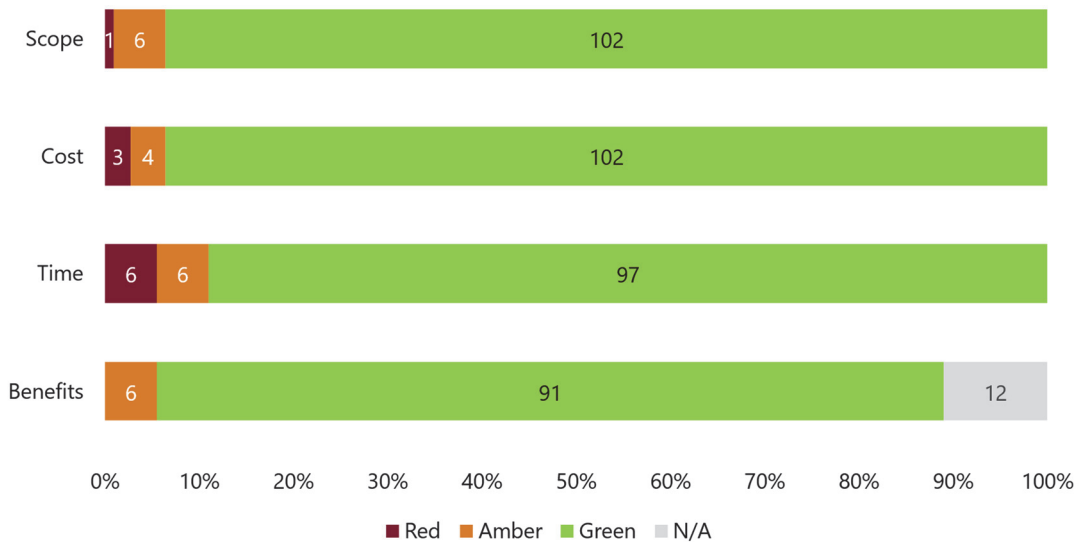
Source: VAGO.

Entities' self-assessments

We asked entities to assess their projects' performance against currently approved cost, time, scope and benefits.

Figure 4 shows that most projects reported they were on time, in scope, within budget and had well-developed benefits measurement systems (green). See Appendix E for rating definitions.

Figure 4: Entities' self-assessment ratings for major projects surveyed in 2025



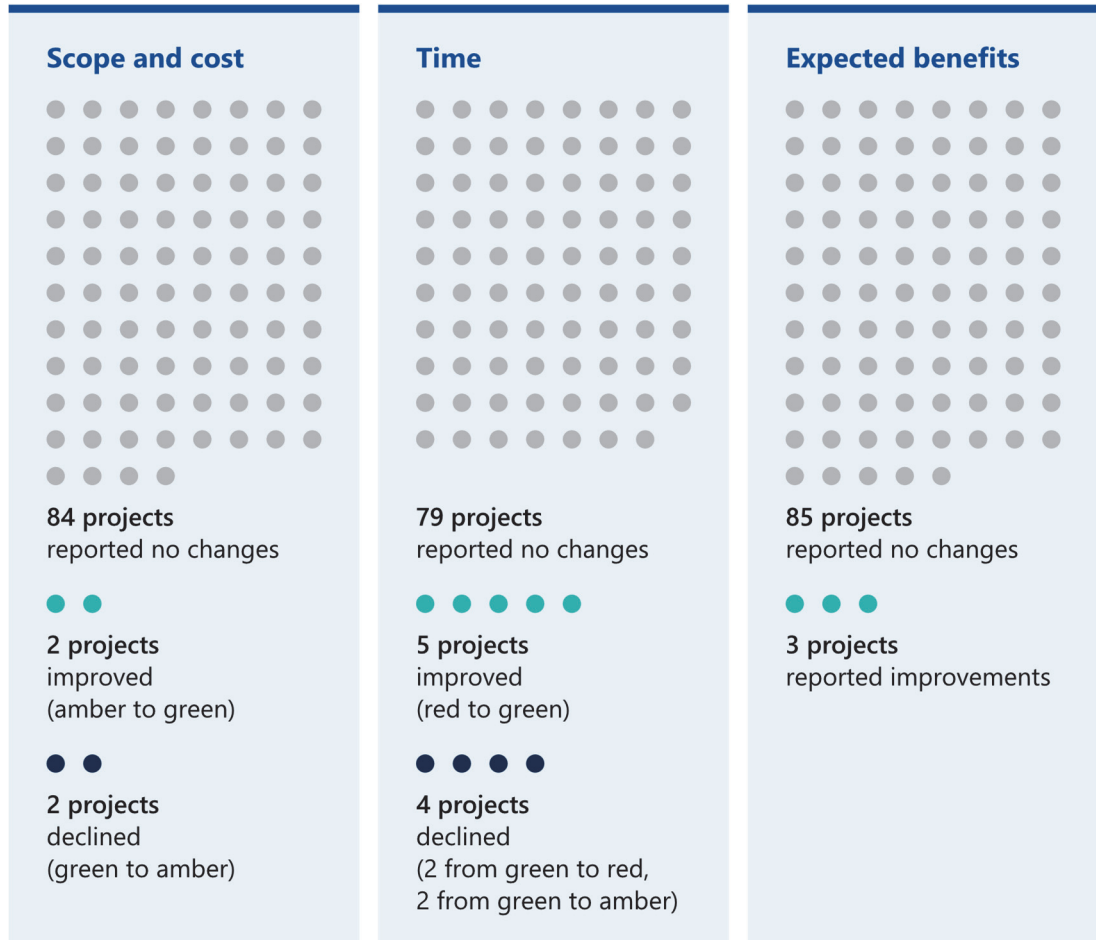
Note: 109 of the 110 major projects we surveyed provided a self-assessment rating. The Victorian Infrastructure Delivery Authority did not provide a self-assessment rating for the Melbourne Airport Rail (metropolitan various) project. It advised this was because the project has not yet established its scope, cost or timelines.

Source: VAGO, based on entities' attested survey data.

Changes to self-assessment ratings

For 88 of the 89 projects we surveyed in both 2024 and 2025, we compared entities' self-assessment ratings to see if they had changed. Figure 5 shows that most self-assessment ratings stayed the same from 2024 to 2025.

Figure 5: Changes to entities self-assessment ratings from 2024 to 2025



Note: We excluded the Melbourne Airport Rail (metropolitan various) project from this analysis because it did not provide a self-assessment rating in 2024 or 2025.
 Source: VAGO, based on entities' attested survey data.

We asked entities to assess their projects against current approved parameters. This means that an entity can rate their project green despite a scope, TEI or estimated completion date change since the 2024 survey, or since the project first appeared in BP4, if the changes are approved.

Total estimated investment

Figure 6 shows the total TEI for the major projects we surveyed in 2025 by sector. Four projects did not have a confirmed TEI in BP4 and also did not attest a TEI in our survey.

An entity may give a project's TEI as 'to be confirmed' in BP4 because:

- the project does not have a finalised budget yet
- disclosing the TEI would make it difficult for the entity to complete commercial negotiations.

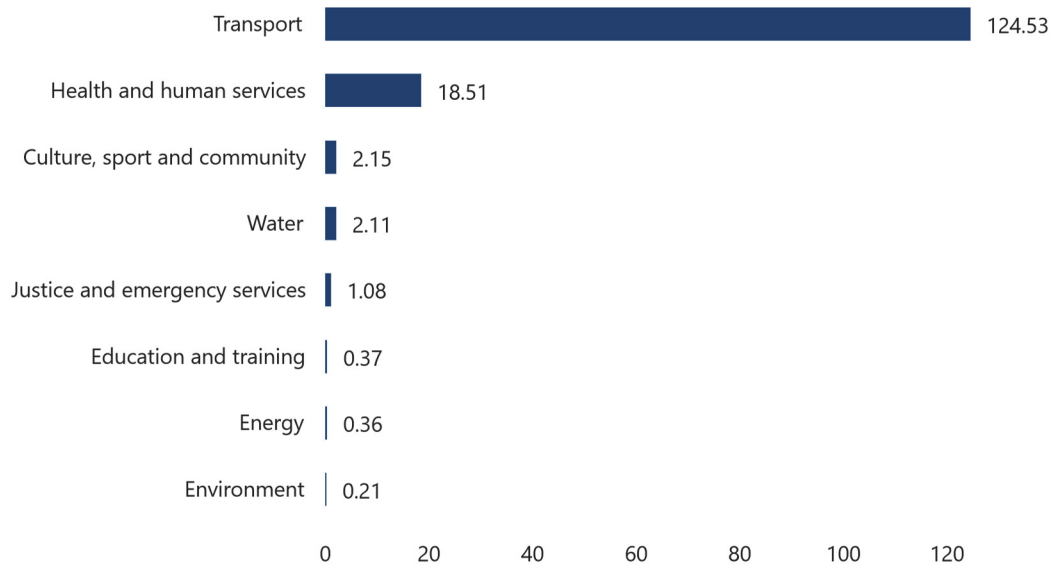
For the transport projects we surveyed with sub-packages worth over \$100 million, entities provided us with the budget allocated for each sub-package from the main projects' total TEIs. We subtracted the value of the sub-packages from the overall project's TEI to give a TEI for the main project, excluding the sub-packages. Entities manage the sub-packages' budgets within the main project's TEI and report to government on the main TEI.

Transport has the largest proportion of the total TEI of the major projects we surveyed, making up 83.4 per cent (\$124.53 billion of a \$149.33 billion total). This is because the transport sector has the most projects and many of its projects have high TEIs because they are large, complex initiatives.

Health and human services has the second highest proportion of the total TEI (\$18.51 billion, or 12.4 per cent). Of this:

- \$12.59 billion is allocated to health projects
- \$5.92 billion is allocated to human services projects (housing).

Figure 6: Total major projects' TEI distribution across sectors in BP4 2025–26 for all projects surveyed in 2025 (\$ billion)



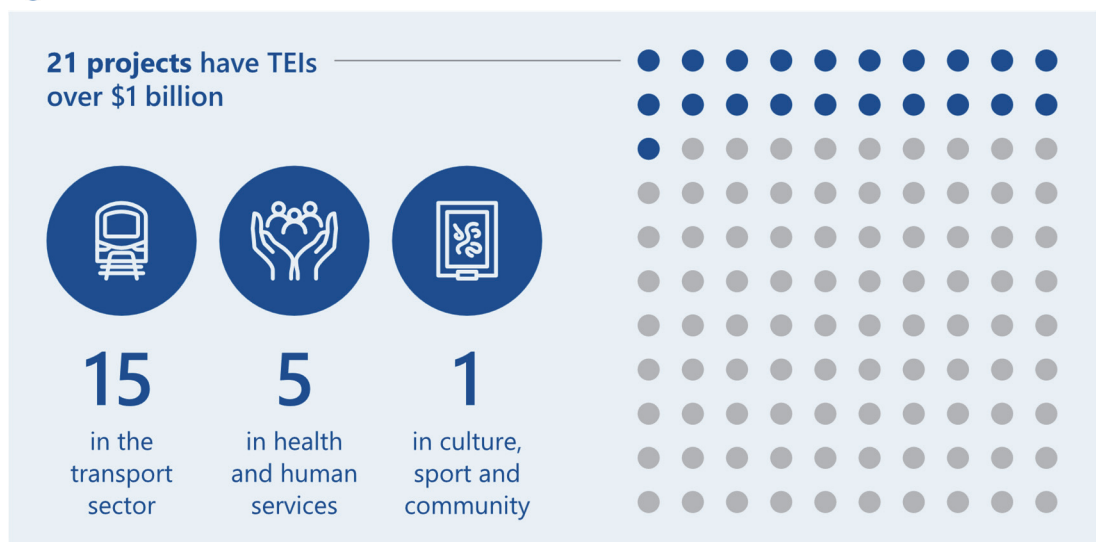
Note: The TEIs used in this analysis were either published in the BP4 2025–26 and attested to or updated and attested to in our 2025 survey. One project (Suburban Rail Loop East – Main Works (metropolitan various)) did not disclose a TEI in BP4 2025–26. We used the TEI that the Suburban Rail Loop Authority attested to in our 2024 survey, after verifying with the Suburban Rail Loop Authority that this figure was still correct.

Source: VAGO, based on information from BP4 2025–26 and entities' attested survey data.

High-cost major projects

Figure 7 shows that of the 110 major projects we surveyed in 2025, 21 projects have TEIs over one billion.

Figure 7: Major projects with TEIs over \$1 billion surveyed in 2025



Source: VAGO, based on information from BP4 2025–26 and entities' attested survey data.

Six transport projects we surveyed are worth over \$5 billion each. These 6 projects are worth \$80.7 billion combined, making up 54.0 per cent of all projects we surveyed this year's total TEI.

The 15 projects with a TEI between one and \$5 billion are worth \$36.4 billion combined, which is 24.4 per cent of the total TEI of all projects we surveyed this year.

TEI changes from 2024 to 2025

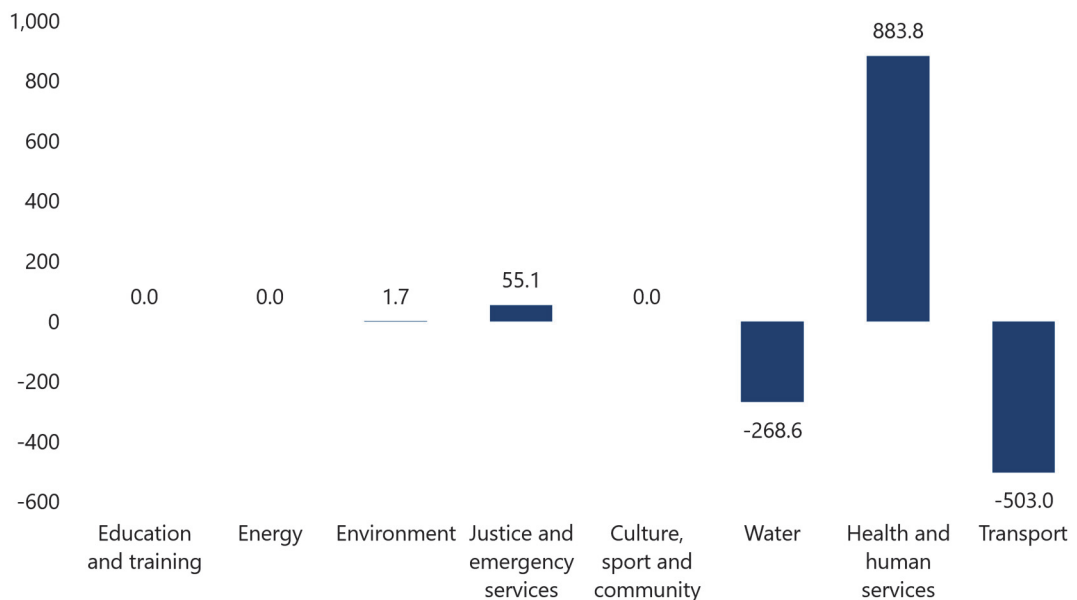
The total TEI for the 89 projects we surveyed in 2024 and 2025 increased by approximately \$169.03 million, or 0.12 per cent, from 2024 to 2025.

Between our 2024 and 2025 surveys, the TEI for:

- 38 projects did not change
- 33 projects decreased by \$2.68 billion
- 15 projects increased by \$2.84 billion.

Figure 8 shows the total TEI change by sector between 2024 and 2025 for the 89 projects we surveyed in both years.

Figure 8: Change in total TEI between 2024 and 2025, for major projects we surveyed in both years, by sector (\$ million)



Note: This analysis uses our 2024 survey data and TEI values agencies attested to in 2025. In some cases, these values may be updated from TEI values published in BP4.

Source: VAGO, based on BP4 2025–26 and entities' attested survey data.

Health and human services had the highest increase, at \$883.82 million, a 5 per cent increase from the 2024 total TEI. This is largely because:

- the New Melton Hospital (Cobblebank) TEI is \$487.7 million more than the estimated TEI published in BP4 2024–25 before the government settled commercial arrangements. The extra funding includes 25 years of operating costs under a public–private partnership model. The 2025–26 TEI sets a baseline for the project, instead of changing the previously reported TEI
- the High-rise Redevelopment Program (metropolitan) TEI increased by \$420.5 million to include more works in the project scope.

Some projects had a large TEI increase between 2024 and 2025 because they were combined with other projects and absorbed their TEI. For example, the National water grid fund (statewide) TEI now includes \$156.56 million from the National Water Infrastructure Development Fund – National Partnerships Agreement project.

The total transport projects TEI decreased by \$503.01 million from 2024 survey attestations to 2025 (a 0.4 per cent decrease). This includes TEI decreases to:

- 85 level crossing removals (by 2025) (Level Crossing Removal) (metropolitan various): \$99.4 million
- Twenty-five more level crossing removals (by 2030) (Level Crossing Removal) (metropolitan various): \$60.72 million.

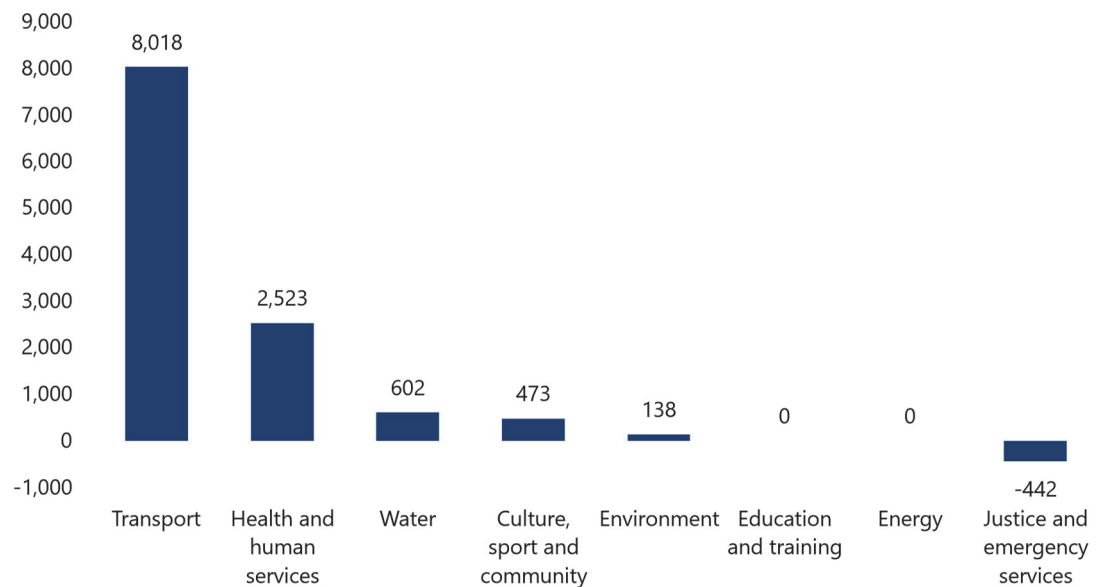
BP4 2025–26 footnotes give the reason for the changes to the level crossing removal TEIs as reclassification of capital expenditure to operating expenditure in line with accounting standards.

Changes to original TEI

For projects we surveyed in 2025, all sectors except justice and emergency services reported an increase in their total TEI since their projects first appeared in BP4.

Figure 9 shows the change between the original TEI published in BP4 and TEI reported in BP4 2025–26, by sector for the 89 existing and completed BP4 2025–26 projects we surveyed with TEI values available.

Figure 9: Cost changes from original TEI by project sector for existing and completed major projects that reported both figures (\$ million)



Source: VAGO, based on information from BP4 2025–26 and entities' attested survey data.

Transport reported the highest total TEI increase from the original total TEI (\$8.02 billion). But this only represents a 7.3 per cent increase, which is the lowest proportional increase across sectors due to transport's substantially higher total TEI of \$124.53 billion total.

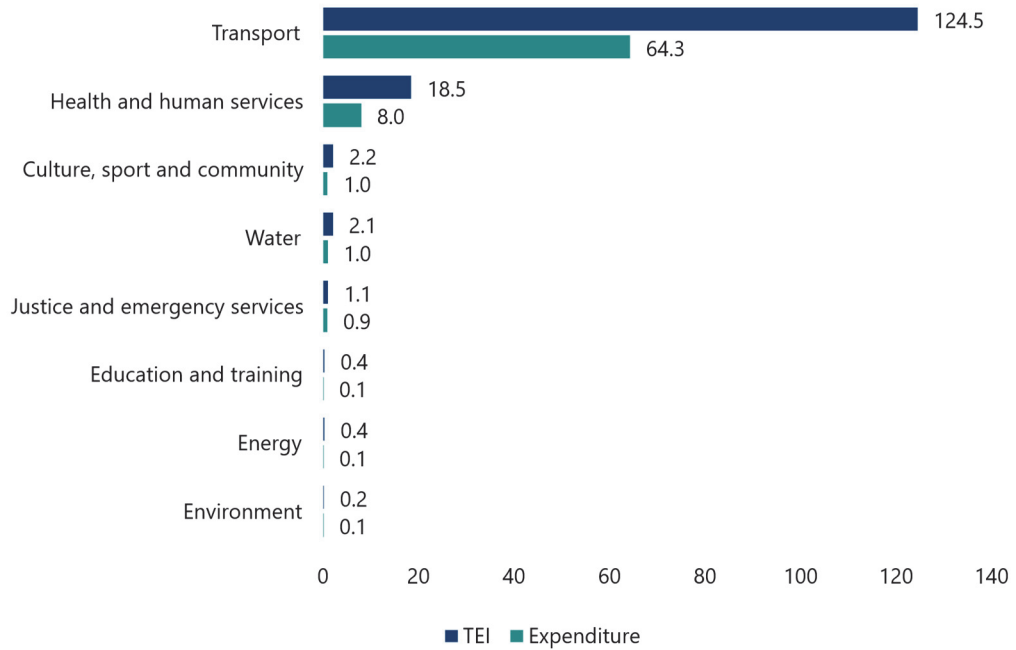
There is a total increase of \$11.31 billion in TEIs across the life of these 89 projects. This is a \$16.14 billion increase across 51 projects and a \$4.83 billion decrease across 22 projects. The remaining 16 reported no change in TEI across the life of the project.

We reported on many of these changes to original TEIs in our previous reviews. In some cases, the changes to project TEIs happened several years ago.

Project expenditure

Figure 10 compares the total TEI for the projects we surveyed in each sector with their actual expenditure to date as at the time of survey attestation. Major projects have spent \$75.5 billion of the total TEI of \$149.33 billion (50.6 per cent).

Figure 10: TEI and current actual expenditure to survey attestation date by sector (\$ billion)



Note: Some entities provided the actual expenditure for their projects after the survey attestation date and some provided actual expenditure to 30 June 2025.

Source: VAGO, based on entities' attested survey data.

Actual expenditure to date on:

- completed projects is over 95 per cent of the TEI (\$2.88 billion of \$3.01 billion)
- existing projects is approximately 52 per cent of the TEI (\$72.06 billion of \$138.23 billion)
- new projects is approximately 7 per cent of the total TEI (\$567.2 million of \$8.09 billion).

Funding sources Figure 11 shows the distribution of funding sources by sector for 103 of the 110 major projects we surveyed. We excluded 7 projects from this analysis either because the information was not available, the funding arrangements were too complex to split between the 3 funding sources, or because the funding arrangements are currently commercially sensitive.

Victorian Government funding makes up 84.0 per cent of the total TEI for the projects surveyed here (\$124.21 billion of \$147.93 billion), while Australian Government funding contributes 10.5 per cent (\$15.53 billion), and other sources of funding (private, philanthropic or user fees) contributes 5.5 per cent (\$8.20 billion).

Figure 11: Funding sources



Note: We excluded 6 projects that either did not have an attested TEI or had commercially sensitive funding arrangements. We also excluded one water project (National water grid fund (statewide)) because we could not reliably assign funding sources due to funding arrangement complexity.

Source: VAGO, based on entities' attested survey data.

Water corporations reported that water user fees fully funded all water sector major projects we surveyed, for the projects we examined (excluding the National water grid fund (statewide) project).

Figure 12: Major projects funding sources from 2025–26 (\$ million)

Sector	State	Federal	Other	Total
Culture, sport and community*	1,854.79	30.00	267.40	2,152.19
Education and training	366.65	0.00	0.00	366.65
Energy	363.93	0.00	0.00	363.93
Environment	212.26	0.00	0.00	212.26
Health and human services*	16,655.47	651.11	0.00	17,306.58
Justice and emergency services	1,084.05	0.00	0.00	1,084.05
Transport*	103,673.54	14,845.32	6,008.44	124,527.30
Water*	0.00	0.00	1,921.43	1,921.43
Total	124,210.68	15,526.42	8,197.27	147,934.37

Note: *We excluded 6 projects that either did not have an attested TEI or had commercially sensitive funding arrangements. We also excluded one water project (National water grid fund) because we could not reliably assign funding sources due to funding arrangement complexity.

Totals may not add up due to rounding.

Source: VAGO, based on entities' attested survey data.

Estimated completion date changes

We compared the estimated completion dates attested to by entities in BP4 2025–26 with the date entities attested in our 2024 survey for the 89 projects we surveyed across both years.

Twelve projects did not have estimated completion dates for both years. Figure 13 shows that for the remaining 77 projects:

- 17 reported an increase in their estimated completion dates
- 3 reported a decrease
- 57 reported no change between 2024 and 2025, as shown in Figure 13.

Figure 13: Number of projects with changes to their completion dates by sector

Sector	Date increases	Date decreases	No change	Excluded projects
Transport	6	3	32	9
Health and human services	7	0	18	2
Water	3	0	2	1
Justice and emergency services	1	0	1	0
Environment	0	0	3	0
Culture, sport and community	0	0	1	0
Total	17	3	57	12

Note: Our time change analysis excluded projects with non-specific or 'TBC' values. We did not survey any education and training or energy projects in 2024, so they do not appear in this analysis.

Source: VAGO, based on entities' attested survey data.

Overall, entities reported a total increase of 67 additional quarters across these projects since our last review. Figure 14 shows the distribution of the total completion date changes grouped by sector.

The transport sector reported the largest increase, with 25 more quarters added to its 41 projects from their 2024 estimated completion dates.

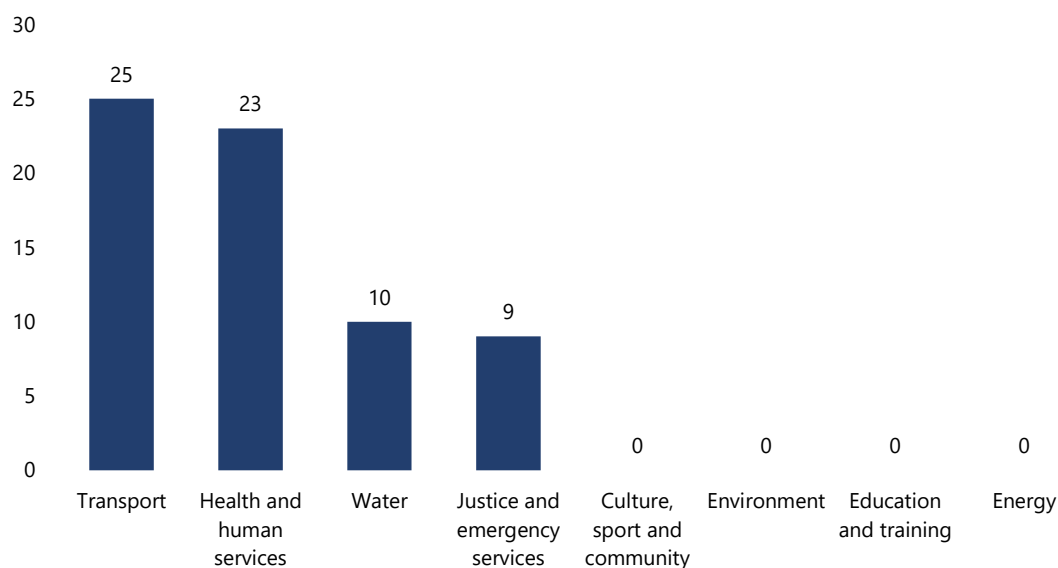
BP4 reasons for transport projects with the biggest completion date increase include:

- Suburban Roads Upgrade – Northern Roads Upgrade and South Eastern Roads Upgrade (statewide) (14 quarters): The BP4 footnote says that the estimated completion date has been revised to quarter 4 2028–29 in line with a revised project schedule. The BP4 footnote also notes that Yan Yean Road Upgrade – Stage 2 initiative has been added to the project since BP4 2024–25
- New trains for Sunbury (metropolitan various) (8 quarters): The BP4 footnote says the estimated completion date was revised to quarter 2 2026–27 to reflect completion dates for residual works after Metro Tunnel completion.

Health and human services reported a combined increase of 23 quarters to their 27 projects compared to 2024.

Transport and health and human services are the sectors with the most projects we surveyed. It is not unexpected that these sectors would report a greater increase in time added to their projects than other sectors.

Figure 14: Total cumulative changes to estimated completion dates by sector (quarters)



Note: Estimated completion dates are from BP4 2024–25 and 2025–26 for 77 projects we surveyed in 2024 and 2025 where completion dates were available for both years. Our time change analysis excluded projects without completion dates published in both BP4 2024–25 and 2025–26. Education and training and energy projects were not examined in *Major Projects Performance Reporting 2024*.
Source: VAGO.

Changes from original estimated completion dates

We also compared the estimated completion dates for the projects we surveyed in 2025 against their completion dates when first published in BP4. We excluded projects that did not have a published completion date and projects listed as new projects in BP4 2025–26. This gave us a sample of 81 projects.

Across these 81 projects, 36 reported no change in their expected completion date for their original publication in BP4, while 5 brought their expected completion date forward (Figure 15). Forty projects reported an increase in their estimated completion dates.

Figure 15: Number of projects reporting changes from their original estimated completion dates

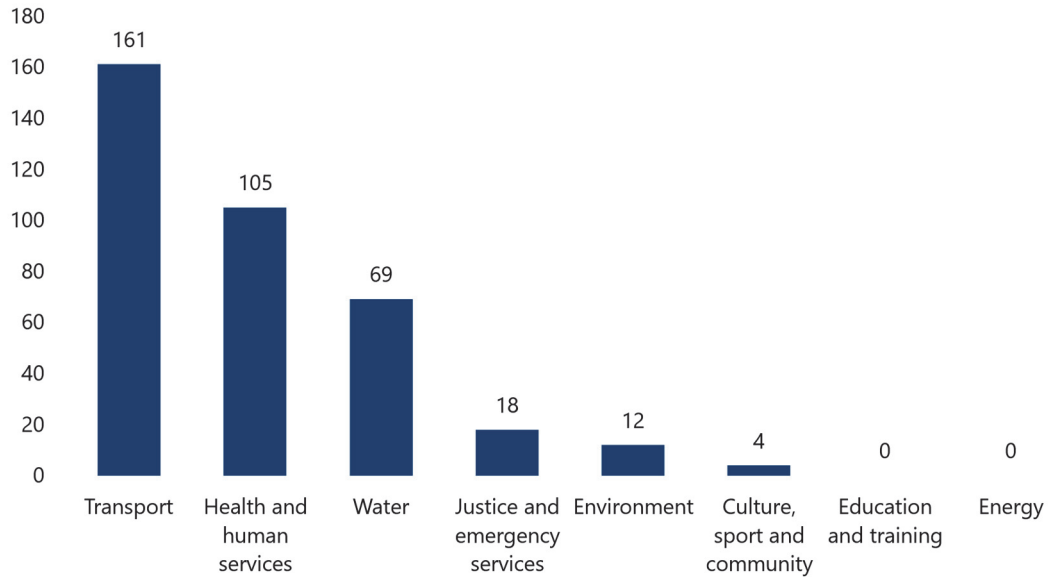
Sector	Projects with date increases	Projects with date decreases	Projects with no change	Projects Excluded ¹
Transport	17	5	22	17
Health and human services	14	0	10	4
Water	5	0	2	3
Justice and emergency services	2	0	0	0
Environment	1	0	0	0
Culture, sport and community	1	0	2	1
Education and training*	N/A	N/A	N/A	3
Energy ²	N/A	N/A	N/A	1
Total	40	5	36	29

Note: ¹Our time change analysis excluded projects with non-specific or 'TBC' values. ²Education and training and energy projects only comprised new projects.

Source: VAGO, based on entities' attested survey data.

Across all 81 projects, there was a total combined increase of 369 quarters in estimated completion dates since their original appearance in BP4, with the largest proportion (161 quarters, 43.6 per cent) of these accounted for by transport sector projects (Figure 16). Health and human services projects showed a total cumulative increase in 105 quarters, while water projects showed a total cumulative increase of 69 quarters against their original completion dates.

Figure 16: Total cumulative changes to estimated completion dates for all relevant projects by sector (quarters)



Note: Our time change analysis excluded projects without original or BP4 2025–26 completion dates.
Source: VAGO, based on entities' attested survey data.

We have reported on many of these changes to original completion dates in our previous Major Projects Performance Reporting reviews. In some cases, the changes to completion dates happened several years ago.

Significant scope changes from 2024 to 2025

Figure 17 shows that for the 89 projects we surveyed in both 2024 and 2025:

- 7 reported a scope change impacting the project's TEI
- 5 reported a scope change impacting the project's completion date since their last survey attestation.

Figure 17: List of projects reporting a significant scope change affecting either TEI or completion date since 2024

Project	Sector	TEI impacted?	Completion date impacted?
Road Blitz to Get Families Home Sooner and Safer (statewide)	Transport	Yes	Yes
Suburban Roads Upgrade – Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Transport	Yes	Yes
Western Highway duplication – Ballarat to Stawell (regional various)	Transport	Yes	Yes
Western treatment plant 5 West nutrient removal plant (Werribee)	Water	Yes	Yes
High-rise Redevelopment Program (metropolitan)	Health and human services	Yes	No
Cooling our public housing towers (metropolitan)	Health and human services	Yes	No
Melbourne Airport Rail (metropolitan various)	Transport	Yes	N/A*
Parkville Precinct Redevelopment (Parkville)	Health and human services	No	Yes

Note *Entity did not respond to this question.

Source: VAGO, based on entities' attested survey data.

Entities told us in their survey responses that these changes add important infrastructure for the public to the project's previous scope. For example:

- Road Blitz to Get Families Home Sooner and Safer (statewide) added work to upgrade another key intersection to improve access, safety and congestion
- Suburban Roads Upgrade – Northern Roads Upgrade and South Eastern Roads Upgrade (statewide) added work to continue upgrading a busy arterial road to make it easier and safer to use.

Significant scope changes

Thirty-five of the 110 projects we surveyed (31.8 per cent) have had at least one significant scope change over the life of the project, requiring ministerial or government approval. Of these, 23 reported one change, 9 reported 2 changes, and 3 reported 3 changes.

Figure 18 shows the projects that have had 2 or more significant scope changes over their lifecycle. All projects reported the same number of significant scope changes in 2024, excluding the High-rise Redevelopment Program (metropolitan).

Figure 18: Major projects with 2 or more significant scope changes over the lifecycle of the project

Project	Sector	Significant scope changes
Building a world class hospital for Frankston families (Frankston)	Health and human services	3
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Health and human services	3
State Basketball Centre redevelopment (Knox)	Culture, sport and community	3
National water grid fund (statewide)	Water	2
North East Link – Primary Package (Tunnels) and State Tolling Corporation (Greensborough)	Transport	2
Metro Tunnel (metropolitan various)	Transport	2
Murray Basin Rail Project (regional various)	Transport	2
Car Parks for Commuters (statewide)	Transport	2
Arden Precinct Redevelopment (metropolitan)	Transport	2
High-rise Redevelopment Program (metropolitan)	Health and human services	2
Men’s prison system capacity (statewide)	Justice and emergency services	2
85 by 2025 (Level Crossing Removal) (metropolitan various)	Transport	2

Note: The Department of Transport and Planning attested in its 2025 survey that in 2024 it over-reported the number of significant scope changes to its Next Generation Trams (metropolitan various) project. Only one of these scope changes met the minister approval threshold.

Source: VAGO, based on entities attested survey data.

The National water grid fund (statewide) project, which we did not survey in 2024, also reported 2 significant scope changes over the project's lifecycle. The Department of Energy, Environment and Climate Action advised that as this is an Australian Government funding program, its scope can change due to Australian Government decisions.

Project stages

Figure 19 shows that most major projects we surveyed are in delivery/under construction, with 80 of the 110 projects (72.3 per cent) reported as being in this stage.

Of the remaining 30 projects, 11 were reported as either in practical completion (8) or post-practical completion (3). The remaining 19 projects were in pre-delivery stages.

Figure 19: Major project stages by sector in 2025

Project stages	Culture, sport and community	Education and training	Energy	Environment	Health and human services	Justice and emergency services	Transport	Water	Total
Feasibility study/planning					1		2		3
Business case development							5		5
Expression of interest								1	1
Early works/pre-procurement					3		2		5
Request for proposal									0
Procurement process							2	1	3
Contract negotiation					1		1		2
In delivery/under construction	3	3	1	1	21	1	43	7	80
Practical completion						1	6	1	8
Post-practical completion	1				2				3

Source: VAGO, based on entities' attested survey data.

For the 89 projects we surveyed in 2024 and 2025, 68 were in the same project stage as they had previously reported. Appendix F lists the 21 projects that changed stages between 2024 and 2025.

Investment lifecycle documents

Preparing a business case is the first stage of planning a project. DTF describes business cases as an opportunity for an entity to conceptualise a project and demonstrate that it is worth doing.

DTF requires any public sector entity (except for water sector) project costing more than \$10 million to develop a business case, an investment logic map (ILM) and a benefits management plan (BMP). Water sector projects have similar requirements.

Figure 20 shows that 86 of the 99 major projects we surveyed have a business case. Our sample size for this analysis is 99 major projects rather than 110 because we excluded some individual Level Crossing Removal Project sub-packages that advised us that they rely on a program-level business case.

13 projects reported that they do not have a business case. We were advised:

- 4 projects were funded by the government through funding submissions without a business case
- 2 projects have draft business cases
- 2 projects have business cases in development
- 2 followed a different project delivery framework, as approved by DTF
- one was a part of the COVID-19 crisis approach response by the Victorian Government
- one was an election commitment initiative
- one has developed draft business cases for some of its sub-packages, with business cases for more sub-packages in development.

Figure 20: Major projects with a business case, BMP and ILM

Document	Number of projects
Business case	86
BMP	83
ILM	82

Note: We have not counted separate Level Crossing Removal Project sub-packages on a statistical basis.
Source: VAGO.

HVHR projects

DTF uses a risk assessment tool to determine if a project is HVHR. HVHR projects go through independent review and approval processes. This aims to make projects more likely to deliver their intended benefits on time and on budget.

The BP4 2025–26 lists 63 HVHR projects. Sixty-one of these projects are existing and 2 are new this year.

Figure 21 shows the number of HVHR projects by sector for all the major projects surveyed this year – 69 (62.7 per cent) of the 110 projects were HVHR.

Our count of HVHR projects is higher than that reported in the BP4 2025–26 because we are including the sub-packages worth over \$100 million where the main project is HVHR.

Of the 89 projects surveyed in 2024 and 2025, 60 (67.4 per cent) were HVHR. Over both years the transport sector has the most HVHR projects, followed by health and human services.

As projects in the transport and health and human services sectors are often complex projects with high TELs delivering critical infrastructure, it is not unsurprising that they have more HVHR projects than other sectors.

Figure 21: HVHR projects we surveyed in 2025 by sector

Sector	HVHR projects 2025	HVHR projects 2024 and 2025
Culture, sport and community	3	2
Education and training	3	0
Energy	0	0
Environment	0	0
Health and human services	20	20
Justice and emergency services	2	2
Transport	41	36
Water	0	0

Source: VAGO, using entities' attested data.

5.

Appendices

There are 7 appendices covering responses from reviewed agencies, information about how we perform our work, and data sources used in this review.

Appendix A: Submissions and comments

Appendix B: Abbreviations, acronyms and glossary

Appendix C: Review scope and method

Appendix D: Major projects in scope for this review

Appendix E: Projects self-assessment rating criteria for 2025–26

Appendix F: Projects that changed stage between 2024 and 2025

Appendix G: Data sources used in this review

Appendix A:

Submissions and comments

We have consulted with DTF and 18 entities, and we considered their views when reaching our review conclusions. As required by the *Audit Act 1994*, we gave a draft copy of this report, or relevant extracts, to those agencies and asked for their submissions and comments.

Responsibility for the accuracy, fairness and balance of those comments rests solely with the relevant agency head.

Responses received

Agency	Page
Department of Treasury and Finance	A-2
Department of Education	A-4
Department of Energy, Environment and Climate Action	A-5
Department of Families, Fairness and Housing	A-6
Department of Health	A-7
Department of Jobs, Skills, Industry and Regions	A-8
Department of Transport and Planning (including Suburban Rail Loop Authority and Victorian Infrastructure Delivery Authority)	A-9
Melbourne Water	A-10



Department of Treasury and Finance

1 Treasury Place
Melbourne Victoria 3002 Australia
Telephone: +61 3 9651 5111
dtf.vic.gov.au

CSEC-260100115

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31/25 Collins Street
MELBOURNE VIC 3000

C/ [REDACTED]

Dear Auditor General

RE: VAGO PROPOSED REPORT FOR DTF REVIEW AND COMMENTS – MAJOR PROJECTS PERFORMANCE REPORTING 2025

Thank you for your letter dated 28 January 2026, inviting the Department of Treasury and Finance (DTF) to comment on the proposed report for the limited assurance review: Major Projects Performance Reporting 2025.

DTF notes the findings of the review and the recommendation for DTF's action. DTF accepts in principle the assigned recommendation and commits to progressing the evaluation of options to improve annual public reporting on major project performance. I have attached the action plan to this letter that provides further detail.

DTF welcomes VAGO's positive assessment of DTF's internal reporting processes, the improvements to State Budget Paper 4 guidance, and enhancements to DTF's Capital Investment Dashboard.

DTF will continue to engage with VAGO, entities delivering major projects, and the Government to further strengthen public reporting.

Yours sincerely

Chris Barrett
Secretary

11 / 2 / 2026

CC: [REDACTED]

Attachments encl.: Attachment 1 – DTF action plan to address recommendation



OFFICIAL: Sensitive

Attachment 1: Department of Treasury and Finance action plan to address recommendations from Major Projects Performance Reporting 2025

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	<p>Ensure there is meaningful annual public reporting on all existing major projects with a TEI of over \$100 million which gives Parliament and the community a clear understanding of underlying reasons for significant changes to TEI, completion date, scope and benefits by either:</p> <ul style="list-style-type: none"> ▪ fully implementing recommendations about public reporting made in previous VAGO major projects performance reporting reviews, in particular recommendations 1 and 2 from Major Projects Performance Reporting 2024, or ▪ require departments and public sector entities to provide information in their annual reports about existing major projects with a TEI of over \$100 million: <ul style="list-style-type: none"> ○ the original approved TEI and completion date ○ the latest approved TEI and completion date ○ explanations for significant changes to TEI, completion date and scope, including the underlying reasons and whether changes occurred within the annual reporting year ○ estimated actual expenditure to the end of the annual reporting year. 	<p>Acceptance</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle</p>	<p>DTF is progressing action on recommendations 1 and 2 made in the 'Major Projects Performance Review 2024' to explore options to uplift current public reporting practices on major projects performance.</p> <p>DTF will explore appropriate reporting vehicles to communicate major project updates. DTF will undertake these activities in consultation with lead entities.</p> <p>DTF will continue to deliver its Budget Paper 4 reporting and public-facing dashboards and look for opportunities to further enhance their functionality and useability.</p> <p>DTF also notes several other public sources of major project performance reporting in Victoria, including information contained in PAEC questionnaires, and agencies' own reporting on project performance.</p>	<p>Preliminary options to be developed by June 2026, implementation of any changes by mid 2027 and through the State Budget 2027-28.</p>

OFFICIAL: Sensitive

PROTECTED - Legislative Secrecy



Department of Education

Secretary

2 Treasury Place
East Melbourne Victoria 3002
Telephone +61 3 9637 2000

COR26178107

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
[REDACTED]

Dear Mr Greaves

Proposed Report: Major Projects Performance Reporting 2025

Thank you for your letter dated 28 January 2026 and for the opportunity to comment on the proposed report for *Major Projects Performance Reporting 2025*. The department is committed to consistently and transparently reporting on major projects.

The department has reviewed the proposed report and has no feedback.

Should you wish to discuss the department's response, please contact Shamiso Mtenje, Executive Director, Assurance, Knowledge and Executive Services on [REDACTED] or [REDACTED]

Yours sincerely

Tony Bates
Secretary
11/02/2026

Your details will be dealt with in accordance with the *Public Records Act 1973* and the *Privacy and Data Protection Act 2014*. Should you have any queries or wish to gain access to your personal information held by this department please contact our Privacy Officer at the above address





Department of Energy, Environment
and Climate Action

PO Box 500, East Melbourne,
Victoria 8002 Australia

SEC-260100177

Andrew Greaves
Auditor-General
Level 31 35 Collins Street
MELBOURNE VIC 3000

Dear Auditor-General

Proposed draft report – *Major Projects Performance Reporting 2025*

Thank you for your invitation to comment on the Victorian Auditor-General's Office's (VAGO) proposed draft report for the performance engagement, *Major Projects Performance Reporting 2025*, received 28 January 2026.

The Department of Energy, Environment and Climate Action (DEECA) recognises the benefit of consistent and transparent reporting on major project performance. DEECA welcomes VAGO's findings and is committed to improving the reporting of its major projects, consistent with the reporting requirements of the Department of Treasury and Finance and Department of Premier and Cabinet.

I thank your staff for their work and DEECA look forward to a continued productive relationship with your office.

Yours sincerely

Carolyn Jackson
Acting Secretary

10/02/2026



Official - Sensitive



Secretary

Department of Families, Fairness and Housing

50 Lonsdale Street
Melbourne Victoria 3000
Telephone: 1300 475 170
GPO Box 1774
Melbourne Victoria 3001
www.dffh.vic.gov.au

VAGO Ref: 34706 26

Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31,35 Collins Street
MELBOURNE VIC 3000

Dear Andrew

Proposed Report: Major Projects Performance Reporting 2025

Thank you for your letter of 28 January 2026 in relation to the End of Conduct Brief for the Major Projects Performance Reporting 2025 engagement.

The Department of Families, Fairness and Housing (DFFH) supports the Victorian Auditor-General's Office (VAGO) objective of transparent, accurate and meaningful public information about the progress of major projects. We will continue to work collaboratively with the Department of Treasury and Finance in response to your recommendations.

We look forward to continuing to work with the VAGO team on this engagement, Jo Cushing Executive Director Performance and Governance, Homes Victoria will be DFFH's nominated contact.

Yours sincerely

Peta McCammon
Secretary

11 / 02 / 26

cc:
Jenny Koong, A/Chief Risk and Audit Officer, Executive Services
Andy Jin, Senior Project Officer, VAGO Liaison and Audit



OFFICIAL



Secretary

Department of Health

50 Lonsdale Street
Melbourne Victoria 3000
Telephone: 1300 650 172
GPO Box 4057
Melbourne Victoria 3001
www.health.vic.gov.au
DX 210081
BAC-CO-61948

Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Via e-mail: [REDACTED]

Dear Mr Greaves

Proposed report: Major Projects Performance Reporting 2025

Thank you for your letter dated 28 January 2026 inviting the Department of Health to provide feedback on the proposed Major Projects Performance Reporting 2025 report.

The Department of Health supports the objective to deliver meaningful, reliable and comprehensive reports to Parliament and the public, and is committed to working with the Department of Treasury and Finance to improve public reporting.

I want to thank your staff for working collaboratively with our department. Should your office have any further queries, please contact Ben Skinner, Chief Audit & Risk Officer at the Department of Health at [REDACTED]

Yours sincerely

Jenny Atta PSM
Secretary
16/02/2026



OFFICIAL



Department of Jobs, Skills, Industry and Regions

GPO Box 4509
Melbourne, Victoria 3001 Australia
Telephone: +61 3 9651 9999

Ref: CSEC-2-26-27979

Mr Andrew Greaves
Auditor General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VICTORIA 3000

Dear Mr Greaves

PROPOSED REPORT: MAJOR PROJECTS PERFORMANCE REPORTING 2025

Thank you for your letter dated 28 January 2026 providing the proposed report for the Major Projects Performance Reporting 2025 review and inviting feedback from the Department of Jobs, Skills, Industry and Regions (the department).

The department has reviewed the proposed report, is comfortable with its content, and accepts VAGO's acquittal of the department's feedback.

I thank you for the professional manner demonstrated by VAGO throughout the course of the review.

If you require further information, your team can contact Karan Gill, Chief Audit Officer, on [REDACTED] or [REDACTED]

Yours sincerely

A handwritten signature in black ink, appearing to read 'Matt Carrick'.

Matt Carrick
Secretary

Date: 20/02/2026





Department of Transport and Planning

GPO Box 2392
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-26-60

Mr Andrew Greaves
Auditor-General of Victoria
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

Victorian Auditor-General's Office - Major Projects Performance Reporting 2025 - Proposed report

Thank you for your letter of 28 January 2026 inviting a response to the *Major Projects Performance Reporting 2025* proposed report (the Report) provided to the Department of Transport and Planning (the Department), Suburban Rail Loop Authority (SRLA) and Victorian Infrastructure Delivery Authority (VIDA).

I note that the Department, SRLA and VIDA currently meet the requirements for reporting on the performance of major projects which are determined by the Department of Treasury and Finance (DTF) at the direction of the government. The Department, SRLA and VIDA will continue to work with DTF to ensure that all requirements are met regarding major project governance and performance reporting.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jeroen Weimar'.

Jeroen Weimar
Secretary

Date: 18 February 2026



OFFICIAL



Your ref: 34706 26

11/02/2026

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

Re: Major Projects Performance Reporting 2025

Thank you for the opportunity to review and provide comments on the proposed Major Projects Performance Reporting 2025.

Melbourne Water will continue to support the provision of project information at the level of detail and in the format outlined within DTF's reporting guidance. We remain committed to working closely with DTF to further enhance the quality, consistency, and transparency of project data supplied through the BP4 process.

We appreciate the ongoing collaboration and look forward to continuing to refine our reporting approach in partnership with DTF.

Yours sincerely,

Matt Daley
Acting Executive General Manager
Service & Asset Lifecycle

Melbourne Water ABN 81 945 386 953
990 La Trobe Street Docklands VIC 3008
PO Box 4342 Melbourne VIC 3001 Australia
TTY 131 722 F +61 3 9679 7099
melbournewater.com.au
Printed on 100% recycled paper



Appendix B:

Abbreviations, acronyms and glossary

Abbreviations We use the following abbreviations in this report:

Abbreviation	Full spelling
--------------	---------------

BP4	Budget Paper 4: State Capital Program
-----	---------------------------------------

Acronyms We use the following acronyms in this report:

Acronym	Full spelling
---------	---------------

BMP	benefits management plan
-----	--------------------------

DTF	Department of Treasury and Finance
-----	------------------------------------

HVHR	high value high risk
------	----------------------

ILM	investment logic map
-----	----------------------

PAEC	Public Accounts and Estimates Committee
------	---

TEI	total estimated investment
-----	----------------------------

VAGO	Victorian Auditor-General's Office
------	------------------------------------

Glossary The following terms are included in or relevant to this report

Term	Explanation
------	-------------

Level of assurance	<p>This is a measure of the confidence we have in our conclusions. The quality and quantity of evidence we obtain affects our level of assurance.</p> <p>We design our work programs with the information needs of our report users in mind. We consider if we need to provide them with reasonable assurance or if a lower level of assurance may be appropriate.</p>
--------------------	--

Limited assurance	<p>We obtain less assurance when we rely primarily on an agency's representations and other evidence generated by that agency. However, we aim to have enough confidence in our conclusion for it to be meaningful. We call these types of engagements assurance reviews and typically express our opinions in negative terms. For example, 'nothing has come to our attention to indicate there is a problem.'</p> <p>See our assurance services fact sheet for more information.</p>
-------------------	---

Reasonable assurance	<p>We achieve reasonable assurance by obtaining and verifying direct evidence from a variety of internal and external sources about an agency's performance. This enables us to draw a conclusion against an objective with a high level of assurance. We call these performance audits.</p> <p>See our assurance services fact sheet for more information.</p>
----------------------	--

Appendix C:

Review scope and method

Scope of this review

Who we examined

We examined the following agencies:

Agency	Their key responsibilities
Department of Treasury and Finance	<ul style="list-style-type: none"> Managing the state's Budget and finances and economic policy and strategy Providing advice on major projects performance to ministers Reporting on capital projects Preparing BP4 Overseeing HVHR projects Publishing the Capital Investment Dashboard
Coliban Region Water Corporation	Responsible and delivery entity
Court Services Victoria	Responsible and delivery entity
Department of Education	Responsible and delivery entity
Department of Energy, Environment and Climate Action	Responsible and delivery entity
Department of Health	Responsible entity listed in BP4
Department of Jobs, Skills, Industry and Regions	Responsible and delivery entity
Department of Justice and Community Safety	Responsible and delivery entity
Department of Transport and Planning	Responsible and delivery entity
Homes Victoria	Responsible and delivery entity
Melbourne Arts Precinct Corporation	Responsible and delivery entity
Melbourne Water Corporation	Responsible and delivery entity
North East Link State Tolling Corporation	Responsible entity listed in BP4
South East Water Corporation	Responsible and delivery entity
SEC Victoria	Responsible and delivery entity
State Sports Centres Trust	Responsible entity listed in BP4
Suburban Rail Loop Authority	Responsible and delivery entity
Victorian Infrastructure Delivery Authority	Delivery entity
VicTrack	Responsible entity listed in BP4

Our review objective

To examine if public information provided by responsible entities to Parliament and the community can be used to assess the progress of major projects and the factors driving significant variations.

What we examined

The main focus of this engagement was effectiveness.

We looked at ...	which involved assessing ...
effectiveness	to what extent can public information provided by responsible entities be used to assess the progress of major projects and the factors driving significant variations?

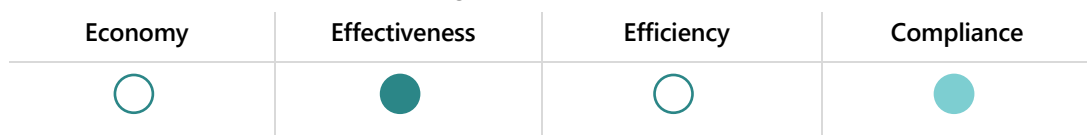
Why we conducted this review

The Victorian Parliament and the community need high-quality information about the performance of major projects. This review aims to contribute to improving transparency and accountability of public sector reporting and performance.

Aspects of performance examined

Our mandate for performance audits and reviews includes the assessment of economy, effectiveness, efficiency and compliance (often referred to as the '3Es + C').

In this review we focused on the following aspects:



Key:

- Primary focus
- Secondary focus
- Not assessed

Conducting this review

Assessing performance

To form a conclusion against our objective we used the following lines of inquiry and associated evaluation criteria.

Line of inquiry

Criteria

1. Do public sector entities provide accurate and reliable information on major projects' progress and significant variations to cost, time, scope and benefits?	1.1 Are public sector entities implementing major projects according to approved scope, costs, time and benefits?
	1.2 Public sector entities report the factors that are driving significant variations for these major projects.

Our methods

As part of the review we:

1. identified any capital project or program with a TEI of \$100 million or more in BP4 2025–26
2. consulted with responsible public sector entities listed in 2025–26 BP4 and excluded:
 - ICT projects with a TEI of \$100 million or more disclosed in the Department of Government Services' Victorian Government IT Dashboard
 - land acquisitions projects (but we included projects where land acquisitions were part of a larger major project)
 - major projects in the water sector that do not yet have Treasurer approval
 - rolling asset maintenance and renewal programs or minor capital works programs
 - programs of works that include smaller sub-projects that are below \$100 million TEI
3. also identified sub-packages with a \$100 million TEI or more that are part of a larger major project in BP4. We surveyed these sub-packages as separate major projects. We deducted the value of these sub-packages from the overall major project TEI to avoid double counting.

Level of assurance

In an assurance review, we primarily rely on the agency's representations and internally generated information to form our conclusions. By contrast, in a performance audit, we typically gather evidence from an array of internal and external sources, which we analyse and substantiate using various methods. Therefore, an assurance review obtains a lower level of assurance than a performance audit (meaning we have slightly less confidence in the accuracy of our conclusion).

Compliance

We conducted our review in accordance with the *Audit Act 1994* and ASAE 3500 *Performance Engagements* to obtain limited assurance to provide a basis for our conclusion.

We complied with the independence and other relevant ethical requirements related to assurance engagements.

We also provided a copy of the report to the Department of Premier and Cabinet.

Cost and time

The full cost of the review and preparation of this report was \$695,000.

The duration of the review was 8 months from initiation to tabling.

Appendix D:

Major projects in scope for this review

Figure D1: Major projects in scope for this review

Major project	Responsible entity	Delivery entity	Surveyed in 2024
85 by 2025 (Level Crossing Removal) – Calder Park Dr, Holden Rd, Calder Park	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
85 by 2025 (Level Crossing Removal) – Coolstore Rd, Dublin Rd, Cave Hill Rd, Lilydale	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
85 by 2025 (Level Crossing Removal) – Station St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
85 by 2025 (Level Crossing Removal) – Warrigal Rd, Parkers Rd, Parkdale	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
85 by 2025 (Level Crossing Removal) – Webster St, Dandenong	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	No
85 by 2025 (Level Crossing Removal) (metropolitan various)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Additional acute mental health beds in regional Victoria (various)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Albert Park Pit Building Redevelopment (Albert Park)	Department of Jobs, Skills, Industry and Regions	Development Victoria	No
Arden Precinct Redevelopment (metropolitan)	Department of Transport and Planning	Department of Transport and Planning	Yes
Austin Hospital Emergency Department Upgrade (Heidelberg)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Barwon Women’s and Children’s Hospital (Geelong)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Bendigo water reclamation plant solids handling upgrade (Bendigo)	Coliban Region Water Corporation	Coliban Region Water Corporation	No
Big Housing Build (statewide)	Homes Victoria	Homes Victoria	Yes
Building a better hospital for Melbourne’s inner west (Footscray)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Building a world class hospital for Frankston families (Frankston)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Building a World Class Hospital in Maryborough (Maryborough)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Building works stimulus (statewide)	Homes Victoria	Homes Victoria	Yes

Major project	Responsible entity	Delivery entity	Surveyed in 2024
Car Parks for Commuters (statewide)	VicTrack	Department of Transport and Planning	Yes
Castlemaine water reclamation plant upgrade (Castlemaine)	Coliban Region Water Corporation	Coliban Region Water Corporation	No
Caulfield Rationalisation Works (metropolitan various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Clyde Road Upgrade (metropolitan southeast)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Community hospitals to give patients the best care (statewide)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Cooling our public housing towers (metropolitan)	Homes Victoria	Homes Victoria	Yes
Dandenong Corridor Readiness Works (metropolitan various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Eastern Freeway Upgrade (Springvale to Hoddle)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
E-Class Tram Infrastructure Program (metropolitan various)	VicTrack	Department of Transport and Planning	Yes
Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Fishermans Bend Innovation Precinct at the former General Motors Holden Site – Stage 1 (Melbourne)	Department of Transport and Planning	Department of Transport and Planning	Yes
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
High Capacity Metro Trains (metropolitan various)	VicTrack	Department of Transport and Planning	Yes
High-rise Redevelopment Program (metropolitan)	Homes Victoria	Homes Victoria	Yes
Hobsons Bay Main Yarra crossing duplication (Spotswood)	Melbourne Water Corporation	Melbourne Water Corporation	Yes
Homes Victoria Ground Lease Model Project 1 (metropolitan)	Homes Victoria	Homes Victoria	Yes
Homes Victoria Ground Lease Model Project 2 (metropolitan)	Homes Victoria	Homes Victoria	Yes
Horsham Renewable Energy Park	SEC Victoria	SEC Victoria	No
Housing Support Program – Priority Works (statewide)	Homes Victoria	Homes Victoria	No
Ison Road Rail Overpass (Werribee)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Kananook Train Maintenance Facility Stage 2 (metropolitan)	VicTrack	Victorian Infrastructure Delivery Authority	Yes

Major project	Responsible entity	Delivery entity	Surveyed in 2024
M80 Ring Road upgrade (metropolitan north and west)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Melbourne Airport Rail (metropolitan various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Melbourne Arts Precinct Transformation (Melbourne)	Melbourne Arts Precinct Corporation	Development Victoria	Yes
Melton Line upgrade (statewide)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Men's prison system capacity (statewide)	Department of Justice and Community Safety	Department of Justice and Community Safety	Yes
Meters (metropolitan various)	South East Water Corporation	South East Water Corporation	Yes
Metro Tunnel (metropolitan various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Metro Tunnel Readiness 2023–24 and 2024–25 (metropolitan)	VicTrack	Department of Transport and Planning	Yes
Mickleham Road Upgrade – Stage 1 (Greenvale)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy: Stage 3 Kingston Project (Cheltenham)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Modernise the Digital Train Radio System (metropolitan)	VicTrack	Department of Transport and Planning	Yes
Monash Medical Centre Redevelopment (Clayton)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
More VLocity trains 2022–23 (regional)	VicTrack	Department of Transport and Planning	Yes
More VLocity trains 2023–24 (regional)	VicTrack	Department of Transport and Planning	Yes
Murray Basin Rail Project (regional various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
National water grid fund (statewide)	Department of Energy, Environment and Climate Action	Victorian Water Corporations (statewide) – Multiple	No
New Melton Hospital (Cobblebank)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
New metropolitan trains (statewide)	VicTrack	Department of Transport and Planning	Yes
New schools construction (metropolitan various): Kolorer College	Department of Education	Department of Education	No

Major project	Responsible entity	Delivery entity	Surveyed in 2024
New schools construction (metropolitan various): Narrarrang Primary School	Department of Education	Department of Education	No
New schools construction (metropolitan various): Yurran P-9 College	Department of Education	Department of Education	No
New Tarneit railway station (Tarneit)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
New trains for Sunbury (metropolitan various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
New Wyndham Law Court Development (Werribee)	Court Services Victoria	Court Services Victoria	Yes
Next Generation Trams (metropolitan various)	VicTrack	Department of Transport and Planning	Yes
North East Link – Primary Package (Tunnels) and State Tolling Corporation (Greensborough)	State Tolling Corporation	Victorian Infrastructure Delivery Authority	Yes
North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Greensborough)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
North East Link Connections (Bulleen/Watsonia)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Northern Hospital Redevelopment (Epping)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Nyaal Banyul Geelong Convention and Event Centre (Geelong)	Department of Jobs, Skills, Industry and Regions	Department of Jobs, Skills, Industry and Regions	Yes
Pakenham Roads Upgrade (Pakenham)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Parkville Precinct Redevelopment (Parkville)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Regional Housing Fund (regional)	Homes Victoria	Homes Victoria	Yes
Regional Rail Revival – Gippsland Line Upgrade Stage 1 (regional various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Regional Rail Revival – Shepparton Line Upgrade – Stage 3 (Shepparton)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Regional Rail Revival – Warrnambool Line Upgrade – Stage 2 (regional various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Regional Rail Revival – Waurn Ponds Track Duplication – Stage 2 (regional various)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
Road Blitz (statewide) – Berwick–Cranbourne Road/Clyde-Five Ways Road/Pattersons Road Intersection Upgrade, Clyde North	Department of Transport and Planning	Department of Transport and Planning	No
Road Blitz (statewide) – Calder Park Drive Upgrade, Calder Park	Department of Transport and Planning	Department of Transport and Planning	No

Major project	Responsible entity	Delivery entity	Surveyed in 2024
Road Blitz (statewide) – Donnybrook Road and Mitchell Street Intersection Upgrade, Donnybrook	Department of Transport and Planning	Department of Transport and Planning	No
Road Blitz (statewide) – Mickleham Road Upgrade – Stage 2, Greenvale	Department of Transport and Planning	Department of Transport and Planning	No
Road Blitz (statewide)	Department of Transport and Planning	Department of Transport and Planning	No
Road Blitz to Get Families Home Sooner and Safer (statewide)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Social Housing Accelerator Program (statewide)	Homes Victoria	Homes Victoria	Yes
South Dynon Train Maintenance Facility Stage 2 (statewide)	VicTrack	Victorian Infrastructure Delivery Authority	Yes
State Basketball Centre redevelopment (Knox)	State Sport Centres Trust	Development Victoria	Yes
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	Department of Energy, Environment and Climate Action	Department of Energy, Environment and Climate Action	Yes
Suburban Rail Loop East – Development, Initial and Early Works (metropolitan various)	Department of Transport and Planning	Suburban Rail Loop Authority	Yes
Suburban Rail Loop East – Main Works (metropolitan various)	Department of Transport and Planning	Suburban Rail Loop Authority	Yes
Suburban Roads Upgrade – Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Sunshine Station Masterplan (Sunshine)	VicTrack	Department of Transport and Planning	Yes
Sunshine Station Superhub (metropolitan various)	VicTrack	Victorian Infrastructure Delivery Authority	No
Sustaining statewide health service delivery at The Alfred (Prahran)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
The Alfred Hospital urgent infrastructure (Prahran)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – Coburns Rd, Exford Rd	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	No
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – Ferris & Hopkins, Melton – Truganina	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – Maddox & Champion, Newport	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	No

Major project	Responsible entity	Delivery entity	Surveyed in 2024
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – Maidstone St LX	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	No
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – McDonald & Bear, Mordialloc, Station St, Aspendale	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – Old Calder Hwy, Watsons Rd, Diggers Rest	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) (metropolitan various)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool)	Department of Health	Victorian Infrastructure Delivery Authority	Yes
Water for a growing North (Whittlesea)	Melbourne Water Corporation	Melbourne Water Corporation	Yes
Werribee Main Road Interchange Upgrade (Werribee)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	No
West Gate Tunnel (metropolitan various)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Western Highway duplication – Ballarat to Stawell (regional various)	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	Yes
Western treatment plant 5 West nutrient removal plant (Werribee)	Melbourne Water Corporation	Melbourne Water Corporation	Yes
Western treatment plant primary treatment capacity augmentation (Werribee)	Melbourne Water Corporation	Melbourne Water Corporation	Yes
Western treatment plant waste activated sludge treatment augmentation (Werribee)	Melbourne Water Corporation	Melbourne Water Corporation	Yes
Western trunk sewer: shallow conduit rehabilitation (Werribee)	Melbourne Water Corporation	Melbourne Water Corporation	No

Source: VAGO.

Appendix E:

Projects self-assessment rating criteria for 2025–26

Figure E1 shows the project self-assessment rating definitions.

Figure E1: Self-assessment rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, ILM or BMP is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are not mature and baseline and progress data for project benefits described in the business case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the business case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objectives

Source: VAGO.

Appendix F:

Projects that changed stage between 2024 and 2025

Figure F1 shows the changes to major project stage by sector for all projects we surveyed in 2024 and 2025

Figure F1: Major project stage changes by sector in 2024 and 2025

Project	Sector	2024 stage	2025 stage
State Basketball Centre redevelopment (Knox)	Culture, sport and community	In delivery/under construction	Post-practical completion
Sustaining statewide health service delivery at The Alfred (Prahran)	Health and human services	Feasibility study/planning	Early works/pre-procurement
High-rise Redevelopment Program (metropolitan)	Health and human services	Business case development	In delivery/under construction
Monash Medical Centre Redevelopment (Clayton)	Health and human services	Early works/pre-procurement	Contract negotiation
Austin Hospital Emergency Department Upgrade (Heidelberg)	Health and human services	Early works/pre-procurement	In delivery/under construction
New Melton Hospital (Cobblebank)	Health and human services	Request for proposal	In delivery/under construction
Cooling our public housing towers (metropolitan)	Health and human services	Procurement process	In delivery/under construction
Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Health and human services	Procurement process	In delivery/under construction
Northern Hospital Redevelopment (Epping)	Health and human services	Procurement process	In delivery/under construction
Building works stimulus (statewide)	Health and human services	In delivery/under construction	Post-practical completion
Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy: Stage 3 Kingston Project (Cheltenham)	Health and human services	In delivery/under construction	Post-practical completion
New Wyndham Law Court Development (Werribee)	Justice and emergency services	In delivery/under construction	Practical completion
Melton Line upgrade (statewide)	Transport	Feasibility study/planning	In delivery/under construction

Project	Sector	2024 stage	2025 stage
New Tarneit railway station (Tarneit)	Transport	Early works/pre-procurement	In delivery/under construction
Clyde Road Upgrade (metropolitan southeast)	Transport	Procurement process	In delivery/under construction
Modernise the Digital Train Radio System (metropolitan)	Transport	Contract negotiation	In delivery/under construction
Mickleham Road Upgrade – Stage 1 (Greenvale)	Transport	In delivery/under construction	Practical completion
M80 Ring Road upgrade (metropolitan north and west)	Transport	In delivery/under construction	Practical completion
Dandenong Corridor Readiness Works (metropolitan various)	Transport	In delivery/under construction	Practical Completion
Regional Rail Revival – Waurin Ponds Track Duplication – Stage 2 (regional various)	Transport	In delivery/under construction	Practical completion
Water for a growing North (Whittlesea)	Water	In delivery/under construction	Practical completion

Source: VAGO, based on entities' attested survey data.

Appendix G:

Data sources used in this review

The table in this appendix shows the surveyed entities' responses about their major projects. Entities provided their survey responses over September and October 2025. The data provided here is attested by the surveyed entities and has not been verified by VAGO. This is in accordance with the level of assurance stated in Appendix C for this assurance review, where we mainly rely on an entity's representations and internally generated information to form our conclusions.

In this appendix, we have abbreviated the full set of survey questions. You can also download the dataset from <https://www.audit.vic.gov.au/report/major-projects-performance-reporting-2025>

Data notes

*Values outside of parentheses are the values for the overall project, including all sub-packages. Values in parentheses are the value adjusted by VAGO (value for the overall project, minus the sum of the named sub-packages) to prevent double-counting of values when aggregating by sector or higher.

**Values represent the sum of the budget allocation for the 3 new school builds. Individual budget allocations are not available.

***We excluded the National water grid fund (statewide) funding sources because we could not reliably assign these sources to our rubric due to funding arrangement complexity.

****We report no additional changes to the expected completion date for the Nyaal Banyul Geelong Convention and Event Centre (Geelong) in this year's report or dashboard. Last year's dashboard reported no changes because we used the original completion date for the project when it was first named as a separate line item in BP4 2022–2023 (estimated completion date Q4 2025–26). However, as part of last year's report we produced a case study examining Nyaal Banyul in more depth. In that case study we reported a 14-quarter delay to the project because we examined it within the context of the Geelong City Deal project (first appearing in BP4 2018–19, estimated completion date Q2 2022–23). For the purposes of this and last year's report and dashboard, we examine it as a separate project and report no changes to the expected completion date.

Name of the major project	Other names this project is known by	Is the project High Value High Risk (HVHR)	Main sector of this project	Project or sub-package	Project description (max 250 words)
85 by 2025 (Level Crossing Removal) - Cobble Park Dr, Holden Rd, Cobble Park	This is one package of many that comprise the works making up the '85 level crossing removals by 2025'. The amount listed at question 8 is an approximated allocation of budget for this package. It is not a TEI, and it is subject to adjustment to account for components managed at a program level. The aggregated budget allocation amounts for all packages (i.e. inclusive of this package) equals the Target Estimated Investment (TEI) of \$4,655,000,000.	No	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
85 by 2025 (Level Crossing Removal) - Cobble Rd, Dublin Rd, Cave Hill Rd, Lydale	This is one package of many that comprise the works making up the '85 level crossing removals by 2025'. The amount listed at question 8 is an approximated allocation of budget for this package. It is not a TEI, and it is subject to adjustment to account for components managed at a program level. The aggregated budget allocation amounts for all packages (i.e. inclusive of this package) equals the Target Estimated Investment (TEI) of \$4,655,000,000.	Yes	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
85 by 2025 (Level Crossing Removal) - Station St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	This is one package of many that comprise the works making up the '85 level crossing removals by 2025'. The amount listed at question 8 is an approximated allocation of budget for this package. It is not a TEI, and it is subject to adjustment to account for components managed at a program level. The aggregated budget allocation amounts for all packages (i.e. inclusive of this package) equals the Target Estimated Investment (TEI) of \$4,655,000,000.	No	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
85 by 2025 (Level Crossing Removal) - Warrigal Rd, Parkers Rd, Pindale	This is one package of many that comprise the works making up the '85 level crossing removals by 2025'. The amount listed at question 8 is an approximated allocation of budget for this package. It is not a TEI, and it is subject to adjustment to account for components managed at a program level. The aggregated budget allocation amounts for all packages (i.e. inclusive of this package) equals the Target Estimated Investment (TEI) of \$4,655,000,000.	Yes	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
85 by 2025 (Level Crossing Removal) - Webster St, Dandenong	This is one package of many that comprise the works making up the '85 level crossing removals by 2025'. The amount listed at question 8 is an approximated allocation of budget for this package. It is not a TEI, and it is subject to adjustment to account for components managed at a program level. The aggregated budget allocation amounts for all packages (i.e. inclusive of this package) equals the Target Estimated Investment (TEI) of \$4,655,000,000.	Yes	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
85 by 2025 (Level Crossing Removal) (metropolitan various)	84 by 2025 (Level Crossing Removal) (metropolitan various)	Yes	Transport	Project/Program	The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
Additional acute mental health beds in regional Victoria (various)		Yes	Health and human services	Project/Program	The project will deliver construction of a contemporary and integrated 300-bed acute and community mental health facility at Goulburn Valley Health in Shepparton, further planning and detailed design for two expanded acute mental health facilities at Northeast Health in Wangaratta and Ballarat. Base hospital and land acquisition for the Ballarat facility.
Albert Park PH Building Redevelopment (Albert Park)		Yes	Culture, sport and community	Project/Program	The Victorian Government is upgrading the Albert Park PH Building for the Formula 1 Australian Grand Prix. The facility will become a new state-of-the-art facility which will include new world-class garages, race control, administration and media facilities, and better hospitality facilities. When not used for the Formula 1 Australian Grand Prix, the new Albert Park pit building will continue to be a community sporting hub, including seven indoor sport courts, two more than are currently on site, alongside improved clubrooms for tenant clubs using the outdoor fields.
Arden Precinct Redevelopment (metropolitan)		Yes	Transport	Project/Program	Funding was provided to acquire sites within the Arden Precinct to enable future development in accordance with the Arden Structure Plan, to undertake critical precinct planning activities for future enabling works and land preparation activities.

Name of the major project	Region type	LGA location	State funding	Australian Government funding	Other funding (private/public/charity)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPFR 2024 value	Has a change in scope impacted the project's FD since the last survey assessment date?	Describe the scope change(s) that affected the FD	Has a change in scope impacted the project's completion date since the last survey assessment date?	Describe the scope change(s) that affected the completion date
85 by 2025 (Level Crossing Removal) - Cobble Rd, Holden Rd, Cables Park	Metropolitan	Brimbank	134,817,235	0	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	No		No	
85 by 2025 (Level Crossing Removal) - Cobble Rd, Dublin Rd, Cave Hill Rd, Lilydale	Metropolitan	Yarra Ranges	699,279,292	0	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	No		No	
85 by 2025 (Level Crossing Removal) - Station St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	Metropolitan	Cardinia	233,642,855	0	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	No		No	
85 by 2025 (Level Crossing Removal) - Warrigal Rd, Pines Rd, Pindale	Metropolitan	Kingston	550,793,594	0	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	No		No	
85 by 2025 (Level Crossing Removal) - Webster St, Dandenong	Metropolitan	Greater Dandenong	391,520,335	0	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	No		No	
85 by 2025 (Level Crossing Removal) (metropolitan various)	Metropolitan	Banyule Bayside Boroondara Brimbank Cardinia Casey Darebin Frankston (Gen Era) Greater Dandenong Hobsons Bay Hume Kingston Knox Manningham Maribyrnong Mernda Melbourne (Melton) Merri-bek Monash Monrose Valley Mornington Peninsula Nillumbik Port Phillip Stonnington Whitehorse Whittlesea Wyndham Yarra City Yarra Ranges	6,621,283,299	0	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	2	No	No		No	
Additional acute mental health beds in regional Victoria (various)	Regional	Bairat Greater Shepparton Wangaratta	159,834,000	0	0	Department of Health	Victorian Infrastructure Delivery Authority	1	1	No		No	
Albert Park PH Building Redevelopment (Albert Park)	Metropolitan	Port Phillip	TBC			DSR/Sport and Recreation Victoria	Development Victoria	0	0				
Acorn Precinct Redevelopment (Metropolitan)	Metropolitan	Melbourne				Department of Transport and Planning	Department of Transport and Planning	2	2	No		No	

Name of the major project	What stage is this project in?	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
SS by 2025 (Level Crossing Removal) - Cobble Rd, Holden Rd, Cables Park	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes		No		No		No		
SS by 2025 (Level Crossing Removal) - Coobore Rd, Dublin Rd, Cave Hill Rd, Lilydale	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes		Yes	16/09/2022	No		No		
SS by 2025 (Level Crossing Removal) - Station St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes		Yes	19/12/2023	No		No		
SS by 2025 (Level Crossing Removal) - Warrigal Rd, Pinners Rd, Parkdale	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes		Yes	03/06/2022	No		No		
SS by 2025 (Level Crossing Removal) - Webster St, Dandenong	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes		Yes	14/08/2024	No		No		
SS by 2025 (Level Crossing Removal) (metropolitan various)	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes		No		No		No		
Additional acute mental health beds in regional Victoria (various)	Feasibility study/planning	Yes	04/07/2023	Yes	04/07/2023	No		No		No		No		
Albert Park PH Building Redevelopment (Albert Park)	In delivery/under construction	Yes	02/01/2024	Yes	02/01/2024	Yes	16/08/2024	Yes		No		No		
Arden Product Redevelopment (metropolitan)	Contract negotiation	Yes	23/12/2021	Yes	23/12/2021	Yes	01/05/2023	No		No		No		

Name of the major project	How many DTP Project Assurance Reviews (PARs) have been conducted for this project	Most recent PAR completion date (dd/mm/yyyy)	Does this project have a Business Case?	When was the business case approved (dd/mm/yyyy)	Please explain why a business case has not been approved (max 250 words)	Has an Investment Logic Map (ILM) been approved for this project	When was the ILM approved (dd/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words)
85 by 2025 (Level Crossing Removal) - Cobble Dr, Holden Rd, Cobble Park	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.	No		Included with the LXP Program Business Case in 2017. A Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.
85 by 2025 (Level Crossing Removal) - Cobble Rd, Dublin Rd, Cave Hill Rd, Lydale	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.	No		Included with the LXP Program Business Case in 2017. A Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.
85 by 2025 (Level Crossing Removal) - Skilton St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.	No		Included with the LXP Program Business Case in 2017. A Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.
85 by 2025 (Level Crossing Removal) - Warrigal Rd, Parkers Rd, Parkdale	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.	No		Included with the LXP Program Business Case in 2017. A Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.
85 by 2025 (Level Crossing Removal) - Webster St, Dandenong	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.	No		Included with the LXP Program Business Case in 2017. A Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.
85 by 2025 (Level Crossing Removal) (metropolitan various)	3	04/04/2024	Yes	09/06/2021	In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 25 sites on 14/9/2022.	Yes	09/06/2021	Included with the LXP Program Business Case.
Additional acute mental health beds in regional Victoria (various)	1	31/01/2023	Yes	30/01/2022		Yes	30/01/2022	
Albert Park PH Building Redevelopment (Albert Park)	None		Yes	04/03/2024		Yes	04/03/2024	
Arden Precinct Redevelopment (metropolitan)	1	01/05/2023	Yes	01/02/2022		Yes	11/09/2021	

Name of the major project	Has a Benefits Management Plan (BMP) been approved for this project?	When was the BMP approved (dd/mm/yyyy)	Please explain why a BMP has not been approved (max 250 words)	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as recorded in the Business Case, IUP or BMRP) that have been realised or are anticipated in the current phase of this project?
85 by 2025 (Level Crossing Removal) - Cobble Rd, Holden Rd, Cables Park	No		Included with the LRP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (ie. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2023	Yes
85 by 2025 (Level Crossing Removal) - Cobble Rd, Dublin Rd, Cave Hill Rd, Llydale	No		Included with the LRP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (ie. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2024	Yes
85 by 2025 (Level Crossing Removal) - Shiloh St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	No		Included with the LRP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (ie. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2025	Yes
85 by 2025 (Level Crossing Removal) - Warrigal Rd, Parkers Rd, Pankale	No		Included with the LRP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (ie. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2026	Yes
85 by 2025 (Level Crossing Removal) - Webster St, Dandenong	No		Included with the LRP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (ie. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2027	Yes
85 by 2025 (Level Crossing Removal) (metropolitan various)	Yes	09/04/2021	Included with the LRP Program Business Case.	Yes
Additional acute mental health beds in regional Victoria (various)	Yes	30/01/2022		Yes
Albert Park PH Building Redevelopment (Albert Park)	Yes	04/03/2024		Yes
Arden Precinct Redevelopment (metropolitan)	Yes	11/07/2021		Yes

Name of the major project 85 by 2025 (Level Crossing Removal) - Albert Park Dr, Holden Rd, Cobles Park	Does this project have any internal reporting processes showing actual progress for increased alignment against project benefits compared to those identified in the business case, LUM or BMR? Yes	Does this project have a process to recalculate any changes to project benefits (ie embedded in the business case, LUM or BMR) due to the impact of significant/material scope changes? Yes	Do you collect, analyse and use lessons learned as a part of continuous improvement? Yes	Provide a self-assessment of how the project is progressing against scope Green	Please provide the rationale for the ratings you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost Green	Please provide the rationale for the rating you have given for cost (max 250 words). Financial outcomes for this project will be managed within the '85 by 2025' approved TEI
85 by 2025 (Level Crossing Removal) - Cobshore Rd, Dublin Rd, Cave Hill Rd, Lilydale	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '85 by 2025' approved TEI
85 by 2025 (Level Crossing Removal) - Station St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '85 by 2025' approved TEI
85 by 2025 (Level Crossing Removal) - Warrigal Rd, Pines Rd, Pindale	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '85 by 2025' approved TEI
85 by 2025 (Level Crossing Removal) - Webster St, Dandenong	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '85 by 2025' approved TEI
85 by 2025 (Level Crossing Removal) (metropolitan various)	Yes	Yes	Yes	Green		Green	
Additional acute mental health beds in regional Victoria (various)	Yes	Yes	Yes	Green		Green	
Albert Park PH Building Redevelopment (Albert Park)	Yes	Yes	Yes	Red	In June 2025, the Project discovered the widespread presence of asbestos containing material (ACM) throughout the Project site. The significant budget and program challenges arising from the identification of ACM will require the government to reconsider the Project's Total Estimated Investment (TEI). The Project team is assessing value management options however it is likely that these will result in breaching the AGPC's contract with F1 and/or not delivering scope previously announced by government	Red	In August 2025 due to the cost and program impacts of remediation the soil, the managing contractor submitted its WMP offer at \$395m which exceeded the Target WMP by \$115m.
Ardern Product Redevelopment (metropolitan)	Yes	Yes	Yes	Green		Amber	Not all of the funding for Land Acquisition and Compensation was funded in 2022/23.

Name of the major project	Provide a self-assessment of how the project is progressing against timelines	Please provide the rationale for the rating you have given for timelines (max 250 words)	Provide a rating of how this project is progressing against benefits	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of latest update (dd/mm/yyyy)
85 by 2025 (Level Crossing Removal) - Caber Park Dr, Holden Rd, Caber Park	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
85 by 2025 (Level Crossing Removal) - Cobstone Rd, Dublin Rd, Cave Hill Rd, Lilydale	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
85 by 2025 (Level Crossing Removal) - Stations St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
85 by 2025 (Level Crossing Removal) - Warrigal Rd, Pines Rd, Pindale	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
85 by 2025 (Level Crossing Removal) - Webster St, Dandenong	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
85 by 2025 (Level Crossing Removal) (metropolitan various)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Additional acute mental health beds in regional Victoria (various)	Green		Green		Project Director	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Albert Park Pk Building Redevelopment (Albert Park)	Amber	Through additional concurrency of works during other stages of the Project, adjusting the balance of permanent and temporary scope delivered for the 2027 FLAGP, and acceleration of works, there is a pathway to deliver the AGRC contractual obligations ahead of the 2028 FLAGP and key timelines, within 4-6 months to its current approved schedule	Green		Project Manager	Professional Sport and Tourism Infrastructure	Executive Director	Professional Sport and Tourism Infrastructure	18/09/2025
Arden Precinct Redevelopment (metropolitan)	Green		N/A		Deputy Secretary, Housing Building and Land Delivery	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025

Name of the major project	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in BPA	Approved total estimated investment (TEI) as per BPA 2022-26, or Budget Allocation, as funded by entity	MPPR 2024 TEI	Original TEI	Actual expenditure to date as per BPA 2022-26	Estimated completion date as per BPA 2022-26	Original estimated completion date	Project status as per BPA 2022-26	Footnote from BPA 2022-26
Eastern Hospital Emergency Department Upgrade (Hendelberg)	Yes	2024	275,000,000	275,000,000	275,000,000	23,950,000 Q2 2024-2025	Q2 2025-2029	Q2 2025-2029	Existing	This initiative is part of Labor's Financial Statement 2022.
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Yes	2018	650,388,000	65,038,800	461,600,000	244,450,000 Q2 2027-2028	Q2 2027-2028	Q4 2025-2026	Existing	
Burwon Women's and Children's Hospital (Geelong)	Yes	2022	514,102,000	514,102,000	514,102,000	66,750,000 Q2 2029-2030	Q2 2029-2030	Q2 2029-2030	Existing	The TEI includes \$50,000 million of Commonwealth Government funding under the Community Health and Hospitals Program agreement.
Bendigo water reclamation plant works tendering upgrade (Bendigo)	No	2018	147,620,000	740,200	11,100,000	6,731,350 Q2 2031-2032	Q4 2026-2027	Q4 2027-2022	Existing	The project name has changed from 'Sludge processing upgrades Bendigo water reclamation plant (Bendigo)' when it was published in the 2024-26 Budget. The TEI has increased by \$75.008 million and reflects the tender response to the tender processing and other project costs and contingencies. The estimated completion date reflects revised estimate and date.
Big Housing Build (stretweld)	Yes	2022	2,247,271,000	23,2642,800	2,999,000,000	1,794,990,000 Q4 2027-2028	Q4 2027-2028	Q4 2025-2027	Existing	The TEI has decreased by \$29.157 million due to budgeted amount being reclassified as operating instead of capital expenditure, in line with accounting standards.
Building a better hospital for Melbourne's inner west (Footscray)	Yes	2019	1,998,624,000	19,860,000	1,495,000,000	1,840,370,000 Q2 2025-2026	Q1 2025-2026	Q4 2024-2025	Existing	The estimated completion date has been revised to quarter 2 2025-26 in line with a revised project schedule.
Building a world class hospital for Frankston families (Frankston)	Yes	2019	1,120,064,000	11,206,400	562,000,000	972,140,000 Q3 2027-2028	Q3 2025-2026	Q4 2024-2025	Existing	The estimated completion date has been revised to reflect the completion of main works by the end of 2025, with the remaining refurbishment and other works to be completed by quarter 3 2027-28.
Building a World Class Hospital in Maryborough (Maryborough)	Yes	2021	115,000,000	11,900,000	100,000,000	102,830,000 Q4 2025-2026	Q4 2025-2026	Q2 2024-2025	Existing	

Name of the major project	Other names this project is known by	Is this project High Value High Risk (HVHR)	Main sector of this project	Project or sub-package	Project description (max 250 words)
Austin Hospital Emergency Services Upgrade (Heidelberg)	Hospital Infrastructure Delivery Fund (HIDeFund) - A Hospital Plan for our growing Northern suburbs	Yes	Health and human services	Project/Program	Project description (max 250 words) Working to provide to expand capacity at the existing emergency department at Austin Hospital and to configure existing facilities to improve patient and clinical flows and provide a new emergency department. The new Emergency Department will be located in a new purpose-built emergency department building to be created. This initiative contributes to the delivery of the government's election commitment. A Hospital Plan for our growing Northern suburbs is published in Table's Financial Statement 2022. This initiative contributes to the Department of Health's Admitted Services output.
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Ballarat Base Hospital Expansion and Redevelopment	Yes	Health and human services	Project/Program	The Ballarat Base Hospital redevelopment will deliver an emergency department, a modernised acute mental health facility, expanded intensive care unit, expanded critical care floor and at least 100 more inpatient beds.
Barwon Women's and Children's Hospital (Geelong)		Yes	Health and human services	Project/Program	The Barwon Women's and Children's Hospital in Geelong will expand maternity, women's and paediatric services including operating theatres, a Maternity Assessment and Short Stay Unit, birthing suites and a Special Care Nursery.
Bendigo water reclamation plant solids handling upgrade (Bendigo)	Bendigo Water Reclamation Plant - Solids Handling Upgrade Project	No	Water	Project/Program	The Bendigo Water Reclamation Plant (WRP) solids stream handling infrastructure is approaching the end of its asset life and requires renewal; its capacity has been exceeded to the extent that it has become a significant treatment bottleneck impacting on the quality of the liquid stream process and resulting in high operating costs. The upgrade will include: 1. Upgrade of existing infrastructure 2. New solids treatment infrastructure that will significantly reduce the potential for odour impacts to the surrounding community 3. Renewals of major existing electrical infrastructure will also be completed as part of the project. The Bendigo Solids Handling Upgrade will future proof the treatment capacity and allow future growth across Bendigo through to 2043.
Big Housing Build (statewide)		Yes	Health and human services	Project/Program	Big Housing Build will construct more than 12,000 new homes throughout metro and regional Victoria. This package will boost our state's social housing supply by 10 per cent delivering 9,300 new social housing homes. This investment will help Aboriginal Victorians, pensioners, Victorians with disability, family violence victims and single parent families find their feet. 2,000 will be for Victorians living with mental illness, reflecting our commitment to mental health and being a broken system. A further 2,500 new affordable and low-cost homes will be built to help low-to-moderate income earners live closer to where they work and provide options for private rental or purchase. The program will deliver secure, modern, and affordable homes throughout Victoria - with 25 per cent of funding to be allocated to regional Victoria.
Building a better hospital for Melbourne's inner west (Footscray)		Yes	Health and human services	Project/Program	The new Footscray Hospital is being delivered at a site on the corner of Geelong and Ballarat Roads in Footscray and will replace the existing Footscray Hospital on Gordon Street. The new hospital will open in 2025 and provide 608 Points of Care (508 beds).
Building a world class hospital for Frankston families (Frankston)		Yes	Health and human services	Project/Program	This project will redevelop Frankston Hospital, provide new hospital beds, operating theatres, expanded child and maternal health services, an oncology ward, oncology day clinic and areas dedicated to mental health services.
Building a World Class Hospital in Maryborough (Maryborough)	Maryborough Hospital Expansion	No	Health and human services	Project/Program	The scope for the Maryborough Hospital Redevelopment project includes construction of a new three storey facility on an existing brownfield site. The new facility will accommodate Urgent care centre; Inpatient Unit - 1 x 32 bed ward (inclusive of 2 new birthing suites); Day Surgery - Operating Theatre and Procedure room; Pathology services; Consulting suites; CSO; Ambulatory Services including Dental, Chemo and renal services; Medical imaging services and increased carparking for visitors and staff.

Name of the major project	What stage is this project currently in?	MPN 2024 project stage	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Eastern Hospital Energy Assessment Upgrade (Heddeberg)	In delivery/under construction	Early works/pre-procurement	Yes	08/01/2024	Yes	08/01/2024	Yes	11/09/2024	Yes	14/04/2025	No		No		
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	In delivery/under construction	In delivery/under construction	Yes	01/07/2020	Yes	01/07/2020	Yes	05/05/2023	Yes	02/10/2023	No		No		
Brown Women's and Children's Hospital (Geelong)	In delivery/under construction	In delivery/under construction	Yes	01/07/2022	Yes	01/07/2022	Yes	13/06/2023	No		No		No		
Bendigo water reclamation plant works including upgrade (Geelong)	In delivery/under construction														
Big Housing Build (stretweld)	In delivery/under construction	In delivery/under construction	Yes	09/04/2021	Yes	30/07/2021	No		No		No		No		
Building a better hospital for Melbourne's inner west (Footscray)	In delivery/under construction	In delivery/under construction	Yes	23/11/2017	Yes	08/02/2018	Yes	01/10/2019	No		No		No		
Building a world class hospital for Frankston families (Frankston)	In delivery/under construction	In delivery/under construction	Yes	13/12/2018	Yes	13/12/2018	Yes	01/02/2021	No		No		No		
Building a World Class Hospital in Maryborough (Maryborough)	In delivery/under construction	In delivery/under construction	No		No		No		No		No		No		

Name of the major project	How many DTF Project Assurance Reviews (PARs) have been conducted for this project?	Most recent full completion date for a business case? (dd/mm/yyyy)	Does this project have a business case? (dd/mm/yyyy)	When was the business case approved (dd/mm/yyyy)?	When was the ILM approved? (dd/mm/yyyy)	Has an Investment Log: ILM been approved for this project?	When was the ILM approved? (dd/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words).
Central Hospital Energy Assessment Upgrade (Heldberg)	None		Yes	30/01/2023	30/01/2023	Yes		
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	1	22/11/2024	Yes	24/01/2018	24/01/2018	Yes		
Burwon Women's and Children's Hospital (Geelong)	None		Yes	30/01/2022	30/01/2022	Yes		
Bendigo water reclamation plant solids handling upgrade (Bendigo)	None		Yes	13/11/2024	06/09/2024	Yes		
Big Housing Build (stretends)	1	01/01/2023	Yes	08/11/2021	08/11/2021	Yes		
Building a better hospital for Melbourne's inner west (Footscray)	1	05/01/2024	Yes	24/01/2019	24/01/2019	Yes		
Building a world class hospital for Frankston families (Frankston)	1	06/09/2024	Yes	01/12/2018	01/12/2018	Yes		
Building a World Class Hospital in Maryborough (Maryborough)	None		Yes	30/01/2021	30/01/2021	Yes		

Name of the major project	Has a Benefits Management Plan (BMP) been approved for this project?	When was the BMP approved (dd/mm/yyyy)?	Please explain why a BMP has not been approved (max 250 words).	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business Case, IIR or BMP) that have been realised or are anticipated in the current phase of the project?
Austin Hospital Energy Assessment Upgrade (Heldberg)	Yes	30/01/2023		Yes
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Yes	01/10/2023		Yes
Barwon Women's and Children's Hospital (Geelong)	Yes	30/01/2022		Yes
Bendigo water reclamation plant solids handling upgrade (Glenagly)	Yes	06/09/2024		No
Big Housing Build (stretends)	Yes	08/11/2021		Yes
Building a better hospital for Melbourne's inner west (Footscray)	Yes	24/01/2018		Yes
Building a world class hospital for Frankston families (Frankston)	Yes	01/12/2018		Yes
Building a World Class Hospital in Maryborough (Maryborough)	Yes	30/01/2021		Yes

Name of the major project	Does this project have any internal reporting processes showing actual progress for forecast against expected project benefits compared to those decided in the business case, LRI or BMR?	Does this project have a process to recalculate any changes to project benefits (ie embedded in the business case, LRI or BMR) due to the impact of significant/material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Please provide the rationale for the rating you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Austin Hospital Emergency Department Upgrade (Melbourne)	Yes	Yes	Yes	Green		Green	
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Yes	Yes	Yes	Green		Green	
Barwon Women's and Children's Hospital (Geelong)	Yes	Yes	Yes	Green		Green	
Bendigo water reclamation plant south landing upgrade (Bendigo)	Yes	Yes	Yes	Green	Project recently moved into delivery phase. The project remains on track and within the scope and forms part of the contract awarded to the main contractor LCC.	Green	Project recently moved into delivery phase. The overall project remains on track and within the scope and forms part of the contract awarded to the main contractor LCC. Value engineering workshops.
Big Housing Build (stretweld)	Yes	Yes	Yes	Green	Program is on track to deliver scope.	Green	Program is on track to deliver within the funding envelope.
Building a better hospital for Melbourne's inner west (Footscray)	Yes	Yes	Yes	Green		Green	
Building a world class hospital for Frankston families (Frankston)	Yes	Yes	Yes	Green		Green	
Building a World Class Hospital in Maryborough (Maryborough)	Yes	Yes	Yes	Green		Green	

Name of the major project	Provide a self-assessment of how the project is progressing against timelines	Please provide the rationale for the rating you have given for timeline (max 250 words)	Provide a rating of how this project is progressing against benefits	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of latest update (or expiry date)
Stadium Hospital Emergency Assessment Upgrade (Haidelberg)	Green		Green		Senior Executive Director, Health Capital Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Green		Green		Senior Executive Director, High Value High Risk Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Brown Women's and Children's Hospital (Geelong)	Green		Green		Senior Executive Director, High Value High Risk Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Sendigo water reclamation plant south landing upgrade (Geelong)	Green	The project remains within the projected delivery timeframe. The project program remains within the approved schedule with minimal drift.	Amber	Project has recently commenced the delivery phase. As part of design processes, benefits and resulting outputs for the project have been assessed in detail at each step. A strong business case for the project has been developed, and the process for benefits will be confirmed again closer to the end of the delivery phase.	Program Director	Coliban Water	Executive Manager - Major Projects	Coliban Water	15/09/2025
Big Housing Build (stretends)	Amber	Program is at risk to deliver within the approved schedule. Pending approval of recent government decisions it is anticipated that schedule will return to green prior to December 2025.	Green	Program is on track to deliver against the benefits.	Director, Enterprise & Portfolio Governance	Homes Victoria	Chief Executive Officer	Homes Victoria	25/09/2025
Building a better hospital for Melbourne's inner west (Footscray)	Green		Green		Senior Executive Director, High Value High Risk Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Building a world class hospital for Frankston families (Frankston)	Green		Green		Senior Executive Director, High Value High Risk Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Building a World Class Hospital in Maryborough (Maryborough)	Green		Green		Senior Executive Director, Health Capital Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025

Name of the major project (Statewide)	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in MPPR	Approved total estimated investment (TEI) as per MPPR 2024-26, or Budget Allocation, as entered by entity	MPPR 2024 TEI	Original TEI	Actual expenditure to date (MPPR 2024-26)	Estimated completion date as per MPPR 2024-26	Actual expenditure to date as per MPPR 2024-26	Estimated completion date as per MPPR 2024-26	Original estimated completion date	Project status as per MPPR 2024-26	Fundament from MPPR 2024-26
Building works stimulus (Statewide)	Yes	2023	177,217,000	17,851,000	150,000,000	177,217,000	Q2 2024-2025	177,217,000	Q2 2024-2025	Q4 2027-2022	Completed	The TEI has increased by \$4,606 million due to budgeted amounts being reclassified as capital instead of operating expenditure, in line with accounting standards.
Our Parks for Communities (Statewide)	Yes	2019	610,250,000	61,021,000	150,000,000	539,938,000	Q2 2025-2026	539,938,000	Q2 2025-2026	Q4 2022-2023	Existing	The TEI has increased by \$19,717 million due to additional Commonwealth Government funding for it includes 150 per cent of some joint projects. The TEI includes \$141,740 million of Commonwealth Government funding.
Castlemaine water reclamation plant upgrade (Castlemaine)	No	2023	176,270,000	4,584,000	10,901,000	5,843,949	ongoing				Existing	The TEI has increased by \$130,430 million due to bringing forward investment to align with other upgrades to ensure that the site meets the compliance and capacity requirements.
Gaiffield Rationalisation Works (metropolitan various)	Yes	2021	223,439,000	2,341,500	240,076,000	223,439,000	Q1 2025-2026		Q4 2025-2026	Q4 2025-2026	Completed	The TEI has decreased by \$10,719 million due to \$8,524 million reappropriation of cost savings to the Metro Tunnel (metropolitan various) and \$2,195 million due to budgeted amount being reclassified as operating instead of capital expenditure, in line with accounting standards.
Chief Road Upgrade (metropolitan southeast)	Yes	2023	277,700,000	2,770,000	243,679,000	107,536,088	Q1 2027-2028		Q1 2027-2028	Q1 2027-2028	Existing	The TEI has increased by \$34,021 million due to additional Commonwealth Government funding associated with the Commonwealth Infrastructure Investment Program Strategic Review. The TEI is funded by \$277,700 million of Commonwealth Government funding.
Community hospitals to give patients the best care (Statewide)	Yes	2019	869,986,000	86,998,000	675,000,000	577,140,000	Q2 2026-2027		Q4 2025-2026	Q4 2024-2025	Existing	The estimated completion date has been revised to quarter 2 2026-27 in line with a revised project schedule.
Coastline and public housing towers (metropolitan)	Yes	2023	101,172,000	1,268,000	135,900,000	5,590,000	Q4 2026-2027		Q4 2025-2027	Q4 2025-2027	Existing	The TEI has decreased by \$35,700 million due to a reallocation to the Energy Efficiency in Social Housing initiative in line with a revised program scope. This initiative is part of Labor's Financial Statement 2022.

Name of the major project (statewide)	Other names this project is known by	Is this project High Value High Risk (HVHR)?	Main sector of this project	Project or sub-package	Project description (max 250 words)
Our Parks for Communities (statewide)		No	Health and human services	Project/Program	The Building Works Stimulus program was announced by the Victorian State Government on 18 May 2020. Its objective is to accelerate the maintenance, upgrades and creation of new social housing, to improve the quality of life of tenants, as well as to drive economic activity and job growth in response to the COVID-19 economic and social impact.
Castlemaine water reclamation plant upgrade (Castlemaine)		No	Water	Project/Program	The Victorian Government's City Parks for Communities Program is helping to deliver the Victorian Government's commitment of 21,000 new and upgraded parks, 41 new playgrounds and 100 new public art pieces. The State is also supporting projects and programs to be delivered under our City Parks for Communities Program (to 2021-22) to minimise program inefficiencies and streamline reporting as projects in the program have developed and new projects have been added. The Program now consists of 45 projects across 43 train stations, 7135 projects have been completed, 10 are in procurement, detailed development or construction. The Victorian Government has co-funded 12 joint sites within the Program. The Program also delivers improvements to accessibility, CCTV and lighting, as well as more bicycle parking facilities at key locations.
Castlemaine water reclamation plant upgrade (Castlemaine)		No	Water	Project/Program	The Castlemaine Water Reclamation Plant Upgrade is a once-in-a-generation project which will serve the community to 2053 and help us face the challenges of climate change, ageing infrastructure, and a growing population. As well as Castlemaine, the surrounding towns of Chewton, Newstead, Maldon and Harcourt will benefit from the upgraded plant. The proposed upgrades include a new water reclamation plant and advanced solids handling treatment that will use proven best available technologies and techniques, all within the existing 30-acre site. Key project benefits include: 1. Expanded treatment capacity and more resilient sewerage services to meet future needs. 2. Reduced potential for odour and noise. 3. Improved quality of biosolids. 4. Improved quality of recycled water and more opportunities for community and agricultural use. Environmental benefits include improved quality of the recycled water used to maintain sustainable flows in Campbells Creek.
Cauffield Rationalisation Works (metropolitan various)		No	Transport	Project/Program	Upgrade track infrastructure at Cauffield Junction, to allow more trains to run through Cauffield Junction, where the Frankston Line merges with the Cranbourne/Pakenham Line, by separating the two lines, eliminating unnecessary crossovers and preparing the section for the opening of the Metro Tunnel.
Clyde Road Upgrade (metropolitan southeast)	None	Yes	Transport	Project/Program	This project is expected to upgrade the two intersections at Clyde Road and Kagan Drive and Clyde Road and Monash Freeway. The upgrade is expected to include widening of the Monash Freeway bridge, three through lanes in each direction, additional turning lanes and a shared path in each direction over the bridge. The project is also expected to include freeway terminal upgrades, improved light turn storage on the bridge structure and a provision for a future signalised intersection. The Clyde Road intersection provide primary access into the Berwick Health and Education Precinct and experience a considerable level of competing demand from various movements. The project is expected to provide access and connections for the community, including improved access to local employment and services, as well as reduced congestion and delays.
Community hospitals to give patients the best care (statewide)	Ten new community hospitals to give patients the best care (statewide)	Yes	Health and human services	Project/Program	Build, upgrade and expansion of a number of Community Hospitals across regional Victoria and greater Melbourne. Community hospitals are small public hospitals. They will provide a range of everyday health services for people who are not critically unwell in some of the state's fastest growing communities. Community hospitals will offer a range of everyday health services tailored to meet the local community's needs, including after-hours care for non-critical patients. Community hospitals will help take pressure off Victoria's major public hospitals and emergency departments, supporting doctors, nurses and allied health professionals to prioritise the most unwell patients and improve treatment and waiting times.
Cooling our public housing towers to give patients the best care (metropolitan)		No	Health and human services	Project/Program	Cooling our public housing towers program is installing air conditioners in Victoria's public housing high-rise towers which are home to over 10,000 Victorians. To ensure residents feel comfortable in their homes until its time to relocate as part of our High-Rise Redevelopment program. Cooling units are being rolled out in stages in line with priority needs and electrical infrastructure upgrades required to support the operation of air conditioners in high-rise towers.

Name of the major project (statewide)	What stage is this project currently in? (Post-practical completion)	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Building works stimulus (statewide)	Post-practical completion	No		No		No		No		No		No		No
Our Parks for Communities (statewide)	In delivery/under construction	No		No		No		No		No		No		No
Castlemaine water reclamation plant upgrade (Castlemaine)	Expression of interest													
Gaiffield Rationalisation Works (metropolitan various)	Practical completion	No		No		No		No		No		No		No
Chief Road Upgrade (metropolitan southeast)	In delivery/under construction	Yes	17/09/2021	Yes	17/09/2021	No		No		No		No		No
Community hospitals to give patients the best care (statewide)	In delivery/under construction	No		No		No		No		No		No		No
Coolfire our public housing towers (metropolitan)	In delivery/under construction	No		No		No		No		No		No		No

Name of the major project (Statewide)	How many DTF Project Assurance Reviews (PARs) have been conducted for this project?	Most recent (old) completion date (old/mm/yyyy)	Does this project have a business case?	When was the business case approved (old/mm/yyyy)	Please explain why a business case has not been approved (max 250 words). As part of the crisis response by the state government, this program of works did not have a business case, or ILM developed.	Has an Investment Log: ILM (ILM) been approved for this project?	When was the ILM approved? (old/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words). As part of the crisis response by the state government, this program of works did not have a business case, or ILM developed.
Building works stimulus (Statewide)	None		No			No		
Our Parks for Commuters (Statewide)	None		Yes	01/05/2019		Yes	08/12/2018	
Castlemaine water reclamation plant upgrade (Castlemaine)	None		Yes	11/09/2025		Yes	16/05/2025	
Gaulfield Rationalisation Works (metropolitan various)	None		Yes	20/05/2021		Yes	20/05/2021	
Chiefs Road Upgrade (metropolitan southeast)	None		Yes	07/12/2022		Yes	07/12/2022	
Community hospitals to give patients the best care (Statewide)	None	4	Yes	07/03/2025		Yes	01/01/2021	
Cooline our public housing towers (metropolitan)	None		No		The Cooline our public housing towers program was an election commitment initiative, announced in October 2022 and budget bid was developed.	No		The budget bid outlines the evaluation strategy, changes to BP3 outputs and estimated impact on output performance measures.

Name of the major project (including works stimulus (statewide))	Has a Benefits Management Plan (BMP) been approved for this project? No	When was the BMP approved (dd/mm/yyyy)	Please explain why a BMP has not been approved (max 250 words). As part of the crisis council/COVID19 response by the state government, this program of works did not have a business case, or IUL developed.	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the business case, IUL or BMP) that have been realised or are anticipated in the current phase of the project? No
Our Parks for Commuters (statewide)	Yes	23/12/2018		Yes
Castlemaine water reclamation plant upgrade (Castlemaine)	Yes	16/05/2025		No
Gaulfield Rationalisation Works (metropolitan various)	Yes	20/05/2021		Yes
Chiefs Road Upgrade (metropolitan southeast)	Yes	02/12/2022		Yes
Community hospitals to give patients the best care (statewide)	Yes	01/01/2021		Yes
Coolfire our public housing towers (metropolitan)	No		The budget bid outlines the evaluation strategy, changes to BPP outputs and estimated impact on output performance measures.	Yes

Name of the major project (statewide)	Does this project have any internal reporting processes showing actual progress for forecasted against project benefits compared to those described in the business case, ICB or BMR?	Does this project have a process to recalculate any changes to project benefits (ie. schedule in the business case, ICB or BMR) due to the impact of significant material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Please provide the rationale for the rating you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Building works stimulus (statewide)	No	No	Yes	Green	Program delivered scope.	Green	Program delivered within the funding envelope.
Our Parks for Communities (statewide)	Yes	Yes	Yes	Green		Green	
Castlemaine water reclamation plant upgrade (Castlemaine)	Yes	Yes	Yes	Green	Project remains within the approval phase. The project however remains on track and within the scope detailed within the Business Case that is undergoing final review/approvals.	Green	Project remains within the approval phase. The project however remains on track and within the overall forecast TEI set out within the Business Case.
Gaulfield Rationalisation Works (metropolitan various)	Yes	Yes	Yes	Green		Green	
Chiefs Road Upgrade (metropolitan southeast)	Yes	Yes	Yes	Green		Green	
Community hospitals to give patients the best care (statewide)	Yes	Yes	Yes	Green		Green	
Cooling our public housing towers (metropolitan)	Yes	Yes	Yes	Green	Program is on track to deliver scope.	Green	Program is on track to deliver within the funding envelope.

Name of the major project (including works stimulus (statewide))	Provide a self-assessment of how the project is progressing against timelines Green	Please provide the rationale for the rating you have given for timelines (max 250 words). Program delivered within the approved schedule.	Provide a rating of how this project is progressing against benefits. N/A	Please provide the rationale for the rating you have given for benefits (max 250 words). As part of the risk counsel(COVID-19) response by the state government, this program of works did not have a business case or AUM developed.	Position of the contact person Director, Enterprise & Portfolio Governance	Entity of the contact person Homes Victoria	Position of the accountable officer (or delegate) Chief Executive Officer	Name of the entity of the accountable officer (or delegate) Homes Victoria	Date of restriction (if any) (YYMM) 23/09/2023
Our Parks for Communities (statewide)	Green		Green	All Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2023	
Castlemaine water reclamation plant upgrade (Castlemaine)	Green	Project remains within the approvals phase. The project however remains on track and within the overall timelines outlined within the Business Case.	Green	The project has not as yet commenced to a stage where benefits are realised. The project is waiting for final approvals of the Business Case prior to commencing the procurement phase of the project.	Program Director	Coliban Water	Executive Manager - Major Projects Coliban Water	16/09/2023	
Gaulfield Rationalisation Works (metropolitan various)	Green		Green	Chief Operating Officer	VIDA Metro	Coordinator-General, Metro Tunnel Project	VIDA Metro	16/09/2023	
Chiefs Road Upgrade (metropolitan southeast)	Green		Green	Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2023	
Community hospitals to give patients the best care (statewide)	Amber	Current forecast for Point Cook site is April 2027 (4 months past BPA date) following delay to site commencement due to extensive cultural heritage salvage works. The project team is seeking efficiencies to bring this date forward.	Green	Senior Executive Director, Health Capital Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2023	
Coolfire our public housing towers (metropolitan)	Green	Program is on track to deliver within the approved schedule.	Green	Director, Enterprise & Portfolio Governance	Homes Victoria	Chief Executive Officer	Homes Victoria	25/09/2023	

Name of the major project	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in MPPR	Approved total estimated investment (TEI) as per MPPR 2022-26, or Budget Allocation, as reported by entity	MPPR 2024 TEI	Original TEI	Actual expenditure to date as per MPPR 2024, estimated completion date as per MPPR 2022-26	Estimated completion date as per MPPR 2024, estimated completion date	Original estimated completion date	Project status as per MPPR 2022-26	Project status as per MPPR 2024-26	Notes
Anderson Corridor (various metropolitan areas)	Yes	2021	256,344,000	2,750,000,000	276,300,000	1,565,544,000 Q2 2023-2026	Q2 2027-2026	Q2 2023-2026	Completed	Completed	The TEI has decreased by \$18.376 million due to reappropriation of cost savings to the Metro Tunnel (metropolitan various).
Eastern Freeway Upgrade (Springvale to Hoddle)	Yes	2024	5,708,993,000	57,089,900,000	5,708,993,000	1,444,019,455 Q2 2028-2029	Q2 2028-2029	Q2 2028-2029	Existing	Existing	The Commonwealth Government is contributing \$5 billion to the North East Link program. The estimated expenditure will be reported as procurement process and commercial arrangements are finalised.
E-Gates Tram Infrastructure Program (metropolitan various)	Yes	2020	789,106,000	79,910,000,000	741,294,000	6,087,787,559 Q4 2027-2028	Q4 2027-2028	Q4 2025-2026	Existing	Existing	
Emergency Department Expansion Program - Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Yes	2022	279,921,000	27,982,100,000	236,400,000	34,060,000 Q4 2026-2027	Q4 2026-2027	Q4 2026-2027	Existing	Existing	
Fishermans Bend Innovation Precinct at the former General Motors Holden Site - Stage 1 (Melbourne)	Yes	2021	197,743,000	17,944,800,000	179,443,000	193,752,708 Q4 2025-2026	Q2 2025-2026	Q4 2023-2024	Existing	Existing	The TEI has increased by \$18.300 million due to additional remediation work. The estimated completion date has been revised to quarter 4 2025-26 in line with a revised project schedule.
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Yes	2021	462,457,000	46,245,700,000	462,457,000	373,390,000 Q4 2025-2026	Q4 2025-2026	Q4 2024-2025	Existing	Existing	The main works will be completed by quarter 1 2025-26, with the estimated completion date revised to quarter 4 2025-26 due to decontamination, refurbishment works and in line with a revised project schedule for the multi-deck car park.
High Capacity Metro Trains (metropolitan various)	Yes	2015	2,262,256,000	22,647,900,000	2,176,000,000	2,246,255,000 Q2 2025-2026	Q4 2024-2025	Q1 2023-2024	Existing	Existing	The TEI has decreased by \$250 million which has been reappropriated to East Pakenham Sub Station (Byons Road) initiative. The estimated completion date has been revised to quarter 2 2025-26 due to the staging of complex signalling infrastructure works across major projects.
High-rise Redevelopment Program (metropolitan)	Yes	2024	856,684,000	43,619,700,000	436,197,000	1,500,000,000			Existing	Existing	The project name has changed from 'Public Housing Revitalisation Program' when it was published in the 2024-25 Budget. The TEI has increased by \$400.487 million due to the increased scope of works for redevelopment of towers at Mulkern Road, South Yarra and High Street, Richmond as well as walk-ups at the Richmond Estate announced in September 2024.
Hobsons Bay Main Yarra crossing duplication (Spotwood)	Yes	2022	181,287,000	20,629,000,000	138,165,000	1,651,153,411 Q2 2026-2027	Q3 2024-2025	Q1 2024-2025	Existing	Existing	The estimated completion date has been revised to quarter 2 2026-27 to align with a revised project schedule.
Homes Victoria Ground Lease Model Project 11 (metropolitan)	Yes	2023	517,422,000	51,742,000,000	263,667,000	433,858,000 Q2 2026-2027	Q2 2026-2027	Q3 2023-2024	Existing	Existing	This project is being delivered as an availability PPP under a Ground Lease Model. The TEI includes project development, demolition, procurement costs, capital contribution, and construction costs being funded by Building Communities.

Name of the major project	Other names this project is known by	Is this project High Value High Risk (HVHR)	Main sector of this project	Project or sub-package	Project description (max 250 words)
Bordering Corridor (metropolitan various)		No	Transport	Project/Program	Working to provide critical infrastructure upgrades and modifications along the Bordering Corridor to support the transition to high capacity signalling operations and the deployment of new Metro Trains by 2025. Track rationalisation works at Dandenong will also improve reliability and remove speed restrictions through the precinct.
Eastern Freeway Upgrade (Springvale to Hoddle)	North East Link (State and Freeway Packages) (Springvale to Hoddle); North East Link (State and Freeway Packages) (Grensborough)	Yes	Transport	Project/Program	To be delivered in conjunction with the North East Link - Primary Package (Tunnels), the project involves a major upgrade to the Eastern Freeway, including more than 45 kilometres of new lanes, a dedicated busway, a state-of-the-art lane management system that will help deliver 11-minute travel time savings along the freeway, 5 kilometres of new walking and cycling paths, a rebuilt Koonung Creek Reserve and an upgraded Park and Ride at Duncaster.
E-Class Tram Infrastructure Program (metropolitan various)	Tram Procurement and Supporting Infrastructure E-Class Tram Fleet Procurement - Stages 1, 2 and 3	Yes	Transport	Project/Program	Infrastructure program to deliver tram stop, terminus, depot and station upgrades, as well as several new substations.
Emergency Departments Expansion Program - Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)		Yes	Health and human services	Project/Program	To expand and/or reconfigure existing emergency departments which have been identified as having the greatest need for improvement in the provision of dedicated space and services for paediatric patients attending their emergency departments at five identified health service campus sites across Victoria. The program seeks to address the significant demand for emergency services across metropolitan Melbourne catchments identified by the Department of Health as priority projects to address the capacity crisis in adult emergency departments.
Fishermans Bend Innovation Precinct at the former General Motors Holden Site - Stage 1 (Melbourne); General Motors Holden Site (Melbourne)	Fishermans Bend Innovation Precinct at the former General Motors Holden Site - Stage 1 (Melbourne); General Motors Holden Site	No	Transport	Project/Program	In May 2021, the Victorian Government announced a \$179.4 million funding package to kick-start the Fishermans Bend Innovation Precinct. The investment will fund a major transformation and renewal of the former General Motors Holden site at Fishermans Bend by 2026, creating an investment-ready, world-class, advanced manufacturing, engineering and design precinct. The Innovation Precinct will ensure Victoria remains a powerhouse in manufacturing and support thousands of high value jobs in defence, aerospace, clean energy and transport sectors. The Victorian Government has a clear endorsed vision for the Innovation Precinct as 'an internationally renowned centre of innovation in advanced manufacturing, engineering and design'.
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Expanding and improving bed-based forensic mental health services: Thomas Embling Hospital (Fairfield)	Yes	Health and human services	Project/Program	Thomas Embling Hospital Redevelopment Stage 1, delivering 82 new additional beds, new secure entry building, campsite and supporting infrastructure. Stage 2 of the Redevelopment is to deliver a new entry complex and new workshop, horticulture and maintenance building.
High Capacity Metro Trains (metropolitan various)	High Capacity Metro Trains;	Yes	Transport	Project/Program	The Victorian Government entered into the HCMT Project agreement as part of a \$2.3 billion investment comprising of: - 65 HCMT Sets - Delivered November 2023; - Depot Facility at Paschenham East - Delivered June 2020; - 181 sets Heavy Capacity Metro Trains - Delivered September 2025; and - 3,644 Trains - Delivered October 2024 and 2025. A further investment of \$122 million was committed in 2021 to deliver 5 new trains to service the Melbourne Airport Rail Link, bringing the total High Capacity Metro Train fleet to 70 (separate to biabuses). Delivery of the additional 5 sets was completed in June 2024. The project is a public-private partnership between the Victorian Government and Evolution Rail.
High-rise Redevelopment Program (metropolitan)	Public Housing Revitalisation Program (metropolitan) - please see footnote above.	Yes	Health and human services	Project/Program	As part of the Housing Statement released on 30 September 2023, the Government announced Australia's largest ever urban renewal housing program, retiring and redeveloping all of Melbourne's 44 ageing high-rise public housing estates by 2051. Starting with towers in Flemington, North Melbourne and Carlton, a program of works will progressively retire each tower and redevelop each of the sites. Once redeveloped, residents will move into homes that meet modern building standards, while increasing the number of social homes across the sites by 10 per cent and boosting the number of affordable and market homes. This will increase the number of people living across the 44 tower sites from ~10,000 to an anticipated ~30,000. Indicated funding relates to early works and further planning activities underway.
Hobsons Bay Main Yarra crossing duplication (Spotwood)		No	Water	Project/Program	The Hobsons Bay Main Sewer is a critical part of Melbourne's sewer network, transferring around 30 percent of Melbourne's wastewater to the Western Treatment Plant. The existing sewer was first constructed in the 1960s, it is now reaching the end of its service life and requires rehabilitation.
Homes Victoria Ground Lease Model Project 11 (metropolitan)	Program originally formed part of Public Housing Renewal Program Package 1 and transferred into Ground Lease Model 1.	Yes	Health and human services	Project/Program	Homes Victoria has partnered with the community housing and private sectors to deliver 1,370 new homes across Flemington, Bglethorn and Prahran. Public land will be leased to the not-for-profit project consortium, Building Communities, who will finance, design, construct and manage the sites for 40 years, before handing all homes back to Homes Victoria. At the end of the lease, the land and all 1,370 homes will return to Homes Victoria to manage. The project aims to increase the supply of social, affordable and market rental housing and transform each site to be environmentally and socially responsive. This includes fostering unified communities, including the delivery of community infrastructure, public realm spaces and services that facilitate and encourage community interaction and integration to create diverse vibrant neighbourhoods.

Name of the major project	Region type	Local Authority	State funding	Australian Government funding	Other funding (private/philanthropic/charity)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPFR 2024 value	Has a change in scope impacted the project's FCI since the last survey (attribution date)?	Describe the scope changes that affected the FCI	Has a change in scope impacted the project's completion date since the last survey (attribution date)?	Describe the scope changes that affected the completion date
Widening Corbin Road (Metropolitan various)	Metropolitan	Glenn Eral (Greater Dandenong) (Kingsdon) (Melbourne) (Monash) (Stonnington) (Yarra City)	256,547,000	0	0	0 Victorian Rail Track (VICTrack)	Delivery entity: Delivery Authority	0	0	0 No		No	
Eastern Freeway Upgrade (Springvale to Hoddle)	Metropolitan	Banyule (Boroondara) (Manningham) (Melbourne) (Whitehorse) (Yarra City)	3,803,901,173	1,506,091,827	0	0 Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0 No		No	
E-Gates Tram Infrastructure Program (metropolitan various)	Metropolitan	Bayside (Boroondara) (Darebin) (Glenn Eral) (Melbourne) (Merribek) (Port Phillip) (Stonnington) (Yarra City)	789,106,000	0	0	0 Victorian Rail Track (VICTrack)	Department of Transport and Planning	1	1	1 No		No	
Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Metropolitan	Casey (Wyndham)	269,921,000	10,000,000	0	0 Department of Health	Victorian Infrastructure Delivery Authority	0	0	0 No		No	
Fisherlands Bend Innovation Precinct at the former General Motors Holden Site – Stage 1 (Melbourne)	Metropolitan	Melbourne	197,743,000	0	0	0 Department of Transport and Planning	Department of Transport and Planning	1	1	1 No		No	
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Metropolitan	Yarra City	462,457,000	0	0	0 Department of Health	Victorian Infrastructure Delivery Authority	1	1	1 No		No	
High Capacity Metro Trains (Metropolitan various)	Metropolitan	Brimbank (Cardinal) (Casey) (Frankston) (Glenn Eral) (Greater Dandenong) (Hume) (Kingsdon) (Maribyrnong) (Melbourne) (Melton) (Moriah) (Port Phillip) (Stonnington) (Yarra City)	2,282,256,000	0	0	0 Victorian Rail Track (VICTrack)	Department of Transport and Planning	1	0	0 No		No	
High-rise Redevelopment Program (Metropolitan)	Metropolitan	Melbourne	856,681,000	0	0	0 Homes Victoria	Homes Victoria	2	2	0 Yes	The overall program scope is for the redevelopment of 44 towers, however the requests to change scope align to the funding proposals for specific tower sites. The additional funding granted in FY26 is for the approval to commence the redevelopment of towers at Malvern Road, South Yarra and Highett St. Richmond as well as workup at the Richmond Estate.	No	
Hobsons Bay Main Yarra crossing duplication (Spotwood)	Metropolitan	Hobsons Bay	0	0	181,287,000	Melbourne Water Corporation	Melbourne Water Corporation	0	0	0 No		No	
Homes Victoria Ground Lease Model Project 11 (metropolitan)	Metropolitan	Bayside (Moonee Valley) (Port Phillip)	0	0	0	Homes Victoria	Homes Victoria	1	1	1 No		No	

Name of the major project	What stage is this project currently in	MPPI 2024 project stage	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Landmark Corridor (metropolitan various)	Practical completion	In delivery/under construction	No		No		No		No		No		No		No
Eastern Freeway Upgrade (Springvale to Hoddle)	In delivery/under construction	In delivery/under construction	Yes	15/12/2017	Yes	15/12/2017	Yes	17/09/2023	Yes	14/09/2025	No		No		
E-Gibus Tram Infrastructure Program (metropolitan various)	In delivery/under construction	In delivery/under construction	No		No		No		No		No		No		
Emergency Department Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	In delivery/under construction	Procurement process	No		No		No		No		No		No		
Fitzhums Bend Innovation Precinct at the former General Motors Holden Site – Stage 1 (Melbourne)	In delivery/under construction	In delivery/under construction	No		No		No		No		No		No		
Forensic Mental Health Expansion Project Stage 3 and 2 (Fairfield)	In delivery/under construction	In delivery/under construction	Yes	15/01/2021	Yes	15/01/2021	Yes	16/12/2021	Yes	01/07/2022	No		No		
High Capacity Metro Trains (Metropolitan various)	In delivery/under construction	In delivery/under construction	Yes	04/06/2015	Yes	04/06/2015	Yes	15/10/2015	Yes	15/10/2015	No		No		
High-rise Redevelopment Program (metropolitan)	In delivery/under construction	Business case development	Yes	03/06/2024	Yes	03/06/2024	No		No		No		No		
Hebsons Bay Main Yarra crossing duplication (Spotwood)	In delivery/under construction	In delivery/under construction													
Hemes Victoria Ground lease Model Project 11 (metropolitan)	In delivery/under construction	In delivery/under construction	No		Yes	15/02/2017	Yes	11/09/2017	Yes	01/11/2021	Yes	31/08/2023	Yes	06/01/2025	

Name of the major project	How many DTF Project Assurance Reviews (PARs) have been conducted for this project?	Most recent (date) completion date for a business case? (dd/mm/yyyy)	Does this project have a business case? (Yes/No)	When was the business case approved (dd/mm/yyyy)	Please explain why a business case has not been approved (max 250 words)	Has an Investment Logic Map (ILM) been approved for this project?	When was the ILM approved? (dd/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words)
Anderson's Corner (metropolitan various)	None		Yes	24/11/2020		Yes	24/11/2020	
Eastern Freeway Upgrade (Springvale to Hoddle)	None		Yes	01/10/2018		Yes	01/10/2018	
E-Gibus Tram Infrastructure Program (metropolitan various)	3	08/08/2023	Yes	05/05/2015		Yes	18/07/2014	
Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	None		Yes	30/01/2022		Yes	30/01/2022	
Fishermans Bend Innovation Precinct at the former General Motors Holden Site – Stage 1 (Melbourne)	None		Yes	17/06/2021		No		The FBIP Project has a Benefits Management Plan, Strategic Value Creation and Capture Report, and a detailed Implementation Plan (Business Case) - these documents cover the material that would be required as part of the Investment Logic Map.
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	1	13/09/2024	Yes	01/09/2021		Yes	01/03/2021	
High Capacity Metro Trains (metropolitan various)	2	01/03/2021	Yes	01/02/2016		Yes	01/02/2016	
High-rise Redevelopment Program (metropolitan)	None		Yes	26/08/2024		Yes	26/08/2024	
Hebbon's Bay Main Yarra crossing duplication (Spotwood)	None		Yes	30/06/2020		Yes	12/08/2019	
Homes Victoria Ground Lease Model Project 11 (metropolitan)	None		No		Expenditure Review Committee of Cabinet approval was received in June 2019 to further explore the Ground Lease Model. In November 2019, a Financial Analysis submission was submitted to government to support the ground lease approach using the Partnerships Victoria framework outlining the project objectives to be achieved. A Gate 3 review was undertaken in June 2020 prior to the Stage 2 RFP, and approval to proceed was ultimately granted as part of the Big Housing Build stimulus.	Yes	01/05/2018	

Name of the major project	Has a Benefits Management Plan (BMP) been approved for this project?	When was the BMP approved? (dd/mm/yyyy)	Please explain why a BMP has not been approved (max 250 words).	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business case, IUP or BMP) that have been realised or are anticipated in the current phase of the project?
Sandringham Corridor (metropolitan various)	Yes	24/11/2020		Yes
Eastern Freeway Upgrade (Springvale to Hoddle)	Yes	01/10/2018		Yes
E-Gates Tram Infrastructure Program (metropolitan various)	Yes	18/07/2014		Yes
Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Yes	30/01/2022		Yes
Fishermans Bend Innovation Precinct at the former General Motors Holden Site – Stage 1 (Melbourne)	Yes	17/06/2021		Yes
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Yes	01/03/2021		Yes
High Capacity Metro Trains (metropolitan various)	Yes	01/02/2016		Yes
High-use Redevelopment Program (metropolitan)	Yes	26/08/2024		Yes
Hebbon's Bay Main Yarra crossing duplication (Spotswood)	Yes	17/06/2019		Yes
Homes Victoria Ground Lease Model Project 11 (metropolitan)	Yes	01/06/2018		Yes

Name of the major project	Does this project have any internal reporting processes showing actual progress for forecasted against expected project benefits compared to those included in the business case, LUM or BMR?	Does this project have a process to recalculate any changes to project benefits (as described in the business case, LUM or BMR) due to the impact of significant material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Anderson's Corner Station (various metropolitan various)	Yes	Yes	Yes	Green	Green	
Eastern Freeway Upgrade (Springvale to Hoddle)	No	Yes	Yes	Green	Green	
E-Gates Tram Infrastructure Program (metropolitan various)	Yes	Yes	Yes	Green	Green	
Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Yes	Yes	Yes	Green	Green	
Fishermans Bend Innovation Precinct at the former General Motors Holden Site – Stage 1 (Melbourne)	Yes	Yes	Yes	Green	Green	
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Yes	Yes	Yes	Green	Green	
High Capacity Metro Trains (Metropolitan various)	Yes	Yes	Yes	Green	Green	
High-use Redevelopment Program (metropolitan)	Yes	Yes	Yes	Green	Green	Program is on track to deliver within the funding envelope.
Hobsons Bay Main Yarra crossing duplication (Spotswood)	Yes	Yes	Yes	Green	Green	
Homes Victoria Ground Lease Model Project 11 (metropolitan)	Yes	Yes	Yes	Green	Green	Program is on track to deliver within the funding envelope.

Name of the major project	Provide a self-assessment of how the project is progressing against timelines	Provide a rating of how this project is progressing against benefits	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of latest review (or expiry of contract)
Widening Corbin (metropolitan various)	Green	Green		Chief Operating Officer	VIDA Metro	Coordinator-General, Metro Tunnel Project	VIDA Metro	18/09/2025
Eastern Freeway Upgrade (Springvale to Hoddle)	Green	Amber	Following the recent award of the final freeways packages, the current BMP will be updated to reflect current scope of the project.	Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads Authority	Victorian Infrastructure Delivery Authority	17/09/2025
E-Glass Tram Infrastructure Program (metropolitan various)	Green	Green		Head of Transport Services	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
Emergency Department Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Green	Green		Senior Executive Directors	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Fishermans Bend Innovation Precinct at the former General Motors Holden Site – Stage 1 (Melbourne)	Green	Green		Deputy Secretary, Housing, Building & Land Delivery	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Red	Green	Delays have arisen with the critical path for the multi-lect car park pending planning approval. Mitigation options are being explored.	Senior Executive Director - High Value High Risk Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
High Capacity Metro Trains (metropolitan various)	Green	Green		Acting Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
High-rise Redevelopment Program (metropolitan)	Green	Green	Program is on track to deliver within the approved schedule.	Director, Enterprise & Portfolio Governance	Homes Victoria	Chief Executive Officer	Homes Victoria	25/09/2025
Hobsons Bay Main Yarra crossing duplication (Spotwood)	Red	Green	Commencement of the project was delayed due to an extended contract negotiation period following project approval.	Senior Manager Reporting & Insights Capital Program Management Office	Melbourne Water	Head of Capital Program Management Office Capital Program Management Office	Melbourne Water	17/09/2025
Homes Victoria Ground Lease Model Project 11 (metropolitan)	Green	Green	Program is on track to deliver within the approved schedule.	Director, Enterprise & Portfolio Governance	Homes Victoria	Chief Executive Officer	Homes Victoria	25/09/2025

Name of the major project	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in MPPR	Approved total estimated investment (TEI) as per MPPR 2022-26, or Budget Allocation, as allocated by entity	MPPR 2024 TEI	Original TEI	Actual expenditure to date as per MPPR 2022-26	Estimated completion date as per MPPR 2022-26	Actual expenditure to date as per MPPR 2024, estimated completion date	Original estimated completion date	Project status as per MPPR 2022-26	Footnote from MPPR 2022-26
Melbourne Airport Lease (Metropolitan)	Yes	2023	686,044,000	68,664,000	239,802,000	331,676,000	Q1 2026-2027	Q2 2026-2027		Existing	This project is being delivered as an availability PPP under a Ground Lease Model. The TEI includes the project construction, procurement costs, capital contribution, and construction costs being funded by Building Communities.
Heysham Renewable Energy Park	No	2025	363,925,000			1,092,200,000	Q2 2027-2028			New	
Housing Support Program - Priority Works (Statewide)	No	2025	101,096,000			15,950,000	Q1 2026-2027			New	The TEI is funded by \$101,096 million of Commonwealth Government funding.
Don Road Ball Overpass (Werribee)	Yes	2021	108,974,000	1,088,9000	103,600,000	86,103,078	Q2 2025-2026	Q2 2025-2026	Q2 2025-2026	Existing	The TEI has decreased by \$1,914 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The TEI includes \$56,900 million of Commonwealth Government funding.
Kananook Train Maintenance Facility Stage 2 (metropolitan)	Yes	2023	364,834,000	3,659,9000	365,500,000	277,310,000	Q1 2025-2026	Q1 2025-2026	Q4 2025-2026	Existing	The TEI has decreased by \$92,265 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.
M80 Ring Road upgrade (metropolitan north and west)	Yes	2017	552,074,000	6,580,0000	673,077,000	510,434,854	Q3 2024-2025	Q3 2024-2025	Q3 2020-2021	Completed	The TEI has decreased by \$90,630 million due to scope and timing for M80 Capacity Improvements - Princes Freeway to Western Freeway components. The TEI has decreased by \$14,100 million due to budgeted amounts being reclassified as operating instead of capital, in line with accounting standards. The TEI includes \$349,130 million of Commonwealth Government funding.
Melbourne Airport Rail (metropolitan various)	Yes	2019	TBC		680,680,000	927,748,000				Existing	The State and Commonwealth governments have committed \$5,000 billion each to the project. In March 2025, a Memorandum of Understanding was agreed between the State, Commonwealth and Australia Pacific Airports (Melbourne), committing all parties to work towards recommencing the project and develop a path to construction. The TEI, future estimated cash flows, and the estimated completion date for the project will be disclosed once project details are finalised. In March 2025, the State and Commonwealth governments jointly committed to deliver the Sunshine Station Superhub as a first step towards a rail line to Melbourne Airport and a future electrified Melton Line. To progress Sunshine Station Superhub the Commonwealth has committed an additional \$2 billion and the State Government has brought forward \$2 billion.
Melbourne Arts Precinct Transformation (Melbourne)	Yes	2020	1,574,389,000	15,748,9000	1,409,534,000	443,254,000	Q2 2028-2029	Q2 2028-2029	Q2 2028-2029	Existing	The project name has changed from 'Melbourne Arts Precinct Transformation Phase One (Melbourne)' when it was published in the 2024-25 Budget.
Melton Line upgrade (Statewide)	Yes	2023	641,000,000	64,100,0000	641,000,000	36,080,000	Q1 2028-2029	Q4 2028-2029	Q4 2028-2029	Existing	The TEI includes \$325,000 million of Commonwealth Government funding. This initiative is part of Labor's Financial Statement 2024.

Name of the major project Melbourne Victoria Ground Lease Melbourne Project 2 (metropolitan)	Other names this project is known by	Is this project High Value High Risk (HVHR)	Main sector of this project	Project or sub-package	Project description (max 250 words)
Herscham Renewable Energy Park		No	Energy	Project/Program	Construction of a 118.5MW Solar Farm and 100MW 2 Hour Battery Energy Storage System and related grid connection assets.
Housing Support Program – Priority Works (Statewide)		No	Health and human services	Project/Program	The Victorian Government was pleased to accept the Commonwealth's offer of \$248.8 million under the Housing Support Program - Priority Works Stream. This will support the delivery of critical enabling works to unlock sites for housing and support the direct delivery of social housing in Victoria. Homes Victoria is responsible for delivering \$102.2m of enabling and social homes which contribute to the overall Housing Support Program - Priority Works program.
Iron Road Rail Overpass (Werribee)	None	No	Transport	Project/Program	The project will include construction of a road overpass bridge across the Melbourne-Geelong Railway line, extending the road south towards Browns Road and connecting with a section of Iron Road to be constructed by Wyndham City Council. The Iron Road Rail Overpass project includes construction of a road overpass bridge across the Melbourne-Geelong Railway line. The project scope includes opportunities for active transport, including a walking and cycling path as well as dedicated on road bike lanes in both directions.
Kananook Train Maintenance Facility Stage 2 (metropolitan)	No other name	Yes	Transport	Project/Program	Train Maintenance Facility to provide sufficient capacity for planned and reactive maintenance on the Frankston Line.
M80 Ring Road upgrade (metropolitan north and west)		Yes	Transport	Project/Program	The M80 Upgrade will widen the freeway, widen on and off ramps and install a new freeway management system along 38km of road from Laverton North to Greensborough.
Melbourne Airport Rail (metropolitan various)	Suburban Rail Loop - Airport (St. Airport); Melbourne Airport Rail (MAR); Melbourne Airport Rail Line (MARL)	Yes	Transport	Project/Program	Melbourne Airport Rail is a transformational public transport project connecting Melbourne Airport to Victoria's regional and metropolitan train network for the first time. For all passengers, Melbourne Airport Rail will provide: - Access to the entire public transport network including trains on the Geelong, Ballarat, Bendigo and Gippsland lines with a single interchange; - Direct access to Melbourne Airport from 30 stations without the need to change trains, for passengers travelling from the CBD and the booming south eastern suburbs; - A new premium station at Melbourne Airport with 10-minute services; - Seamless travel to the heart of Melbourne's CBD in around 30 minutes; - Direct access to key sites including Melbourne University, the Parkville medical precinct and the St. Kilda Road business precinct.
Melbourne Arts Precinct Transformation (Melbourne)	Melbourne Arts Precinct Transformation Phase One (Melbourne);	Yes	Culture, sport and community	Project/Program	Melbourne Arts Precinct Transformation will create a globally significant creative and cultural destination. The city-defining project will deliver The Fox NGV Contemporary - a new gallery dedicated to contemporary art and design - the largest gallery of its kind in Australia. For the first time since it opened in 1984, Arts Centre Melbourne's Theatres Building will undergo significant upgrades including to the heritage State Theatre. These works will provide for new state-of-the-art amenities backstage, improved access and comfort for audiences, as well as new and upgraded food and beverage options. A new 18,000 square metre urban garden, Laak Boomdip, will connect Arts Centre Melbourne's Hamer Hall and Theatres Building. NSV International and The Fox NGV Contemporary, creating a pedestrian gateway through to Southbank. Shared services across the area will provide significant efficiencies, and support the seamless and sustainable operations of the precinct and its venues.
Melton Line upgrade (Statewide)		Yes	Transport	Project/Program	Upgrade to enable nine-car Vocity trains to operate on the Melton Line

Name of the major project and a report around lease subject 2 (metropolitan)	Region type	LEA location	State funding	Australian Government funding	Other funding (private/philanthropic/ charities)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPFR 2024 value	Has a change in scope impacted the project's FCI since the last survey attestation date?	Describe the scope changes that affected the FCI	Has a change in scope impacted the project's completion date since the last survey attestation date?	Describe the scope changes that affected the completion date
Hersham Renewable Energy Park	Regional	Horsham Baydale (Port Phillip) Stonnington	363,525,000	0	0	Homes Victoria	Homes Victoria	0	0	0/No		No	
Housing Support Program – Priority Works (statewide)	Statewide	Banyule Bayside Benalla Boroondara Casey Coburg Colac Cranbourne Frankston Geelong Greater Geelong Greater Melbourne Hume Latrobe Bayside Moorabool Mooroolbathook Mornington Phillip Warragul Wodonga Wyndham Yarra Yarra Bayside	0	101,099,000	0	Homes Victoria	Homes Victoria	0	0	0/No			
Ken Road Rail Overpass (Werribee)	Metropolitan	Wyndham	52,074,000	56,900,000	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0/No		No	
Kanook Train Maintenance Facility Stage 2 (metropolitan)	Metropolitan	Frankston	364,834,000	0	0	Victorian Rail Track (V/Track)	Victorian Infrastructure Delivery Authority	0	0	0/No		No	
M80 Ring Road upgrade (metropolitan north and west)	Metropolitan	Brimbank Hume Illawarra Whittlesea Wyndham	202,944,000	349,130,000	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0/No		No	
Melbourne Airport Rail (metropolitan various)	Metropolitan	Hume	TBC	5,000,000,000	0	Victorian Rail Track (V/Track)	Victorian Infrastructure Delivery Authority	1	1	0/Yes	Revised Sunshine Station Additional scope as detailed in the Melbourne Airport Rail Business Case Supplement. This scope change is known as the Sunshine Superhub Project and includes an additional platform at Sunshine station, additional rail bridges, and upgrades to passenger and freight lines.	No	
Melbourne Arts Precinct Transformation (Melbourne)	Metropolitan	Melbourne	1,336,989,000	TBC	237,400,000	Melbourne Arts Precinct Corporation	Development Victoria	1	1	1/No		No	
Melton line upgrade (statewide)	Statewide	Melton	316,000,000	325,000,000	0	Victorian Rail Track (V/Track)	Victorian Infrastructure Delivery Authority	0	0	0/No		No	

Name of the major project	How many DTF Project Assurance Reviews (PARs) have been conducted for this project?	Most recent PAR completion date (dd/mm/yyyy)	Does this project have a business case?	When was the business case approved (dd/mm/yyyy)	Please explain why a business case has not been approved (max 250 words)	Has an Investment Logic Map (ILM) been approved for this project?	When was the ILM approved (dd/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words)
Melbourne Airport Ground Lease (Metropolitan)	None		Yes	03/08/2022		Yes	23/08/2022	
Hersham Renewable Energy Park	None		Yes	02/09/2024		No		A separate Investment Logic Map was not prepared. The SEC Strategic Plan provides the clear rationale for SEC investments in renewable projects, and the HREP Investment Case was made with reference back to SEC's strategy and investment objectives.
Housing Support Program - Priority Works (Statewide)	None		Yes	31/10/2024		Yes	31/10/2024	
Ken Road Ball Overpass (Werribee)	None		Yes	01/10/2022		Yes	01/10/2022	
Kanook Train Maintenance Facility Stage 2 (metropolitan)	1	03/04/2023	No		This project is funded through a Funding Submission 'More Trains for Frankston' which forms a wider enhancement project under the Metro Tunnel Business Case.	No		This project is funded through a Funding Submission 'More Trains for Frankston' which forms a wider enhancement project under the Metro Tunnel Business Case.
M80 Ring Road upgrade (metropolitan north and west)	None		Yes	01/05/2017		Yes	01/05/2017	
Melbourne Airport Rail (metropolitan various)	1		Yes	03/08/2022	Business Case approved out of cycle	Yes	03/08/2022	Business Case including ILM approved out of cycle
Melbourne Arts Precinct Transformation (Melbourne)	1	14/02/2020	Yes	02/11/2020		Yes	02/11/2020	
Melburn Line upgrade (Statewide)	None		Yes	14/10/2024		Yes	14/10/2024	Included in Business case

Name of the major project. (Include a report around lease) (Metropolitan)	Has a Benefits Management Plan (BMP) been approved for this project? Yes	When was the BMP approved? (dd/mm/yyyy) Please explain why a BMP has not been approved (max 250 words).	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business Case, IUP or BMP) that have been realised or are anticipated in the current phase of the project?
Hersham Renewable Energy Park	No	A Benefits Management Plan typically identifies the link between the projects expected benefits and the businesses' strategy, and sets up a framework for ensuring they are delivered. While a specific Benefits Management Plan was not prepared for HREP, the Investment Case identified key benefits in line with SEC's strategy to accelerate the transition, deliver public benefit, and deliver sustainable financial returns. Delivery of these benefits is being overseen by SEC's Asset Delivery team.	No
Housing Support Program - Priority Works (Statewide)	Yes	31/10/2024	Yes
Non Road Rail Overpass (Werribee)	Yes	01/10/2022	Yes
Kananook Train Maintenance Facility Stage 2 (metropolitan)	No	This project is funded through a Funding Submission 'More Trains for Frankston' which forms a wider enhancement project under the Metro Tunnel Business Case.	Yes
M80 Ring Road upgrade (metropolitan north and west)	Yes	01/05/2017	Yes
Melbourne Airport Rail (metropolitan various)	Yes	01/08/2022 Business Case including BMP approved out of cycle	No
Melbourne Arts Precinct Transformation (Melbourne)	Yes	02/11/2020	No
Melton line upgrade (Statewide)	Yes	14/10/2024 included in Business case	Yes

Name of the major project	Does this project have any internal reporting processes showing actual progress for forecasted against expected project benefits compared to those identified in the business case, IWR or BMR?	Does this project have a process to recalculate any changes to project benefits (ie. IWR or BMR) due to the impact of significant material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Please provide the rationale for the ratings you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Melbourne Airport Ground Lease (Metropolitan)	Yes	Yes	Yes	Green	Program is on track to deliver scope.	Green	Program is on track to deliver within the funding envelope.
Hersham Renewable Energy Park	Yes	Yes	Yes	Green	The solar farm civil and mechanical structures are largely complete, with the BESS having mobilised in accordance with the project plan. There are no indications the full capacity of the solar farm or BESS will not be delivered. The relevant authorities have approved connection to the grid subject to final commissioning testing in late 2027.	Green	The Project is being delivered within budget.
Housing Support Program - Priority Works (Statewide)	Yes	Yes	Yes	Green	Program is on track to deliver scope.	Green	Program is on track to deliver within the funding envelope.
Non Road Rail Overpass (Werribee)	Yes	Yes	Yes	Green		Green	
Kananook Train Maintenance Facility Stage 2 (Metropolitan)	Yes	Yes	Yes	Green		Green	
M80 Ring Road Upgrade (Metropolitan north and west)	Yes	Yes	Yes	Green		Green	
Melbourne Airport Rail (Metropolitan various)	No	No	Yes		Definition of scope of the above ground Station and terminal interfaces are not yet aligned with Australia Pacific Airport Melbourne. This is in progress following the execution of the MOU signed between the Commonwealth and State governments and APAM in March 2025.		APTE will establish following agreement on scope and timelines for the project currently being negotiated under the MOU signed between the Commonwealth and State governments and APAM.
Melbourne Arts Precinct Transformation (Melbourne)	No	No	Yes	Amber	Rating based on most recent WPPF reporting and Project Dashboards as supplied to PSC/Board monthly.	Amber	Based on the latest cost plans showing estimated minor overrun, high latent conditions risk and a decline in remaining contingency.
Melton Line upgrade (Statewide)	Yes	Yes	Yes	Green		Green	

Name of the major project	Provide a self-assessment of how the project is progressing against timelines	Please provide the rationale for the rating you have given for timeline (max 250 words)	Provide a rating of how this project is progressing against benefits	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of instruction (or expiry) (dd/mm/yyyy)
Melbourne Airport Upgrade Project 2 (metropolitan)	Green	Program is on track to deliver within the approved schedule.	Green	Program is on track to deliver against the benefits.	Director, Enterprise & Portfolio Governance	Homes Victoria	Chief Executive Officer	Homes Victoria	23/09/2025
Hersham Renewable Energy Park	Green	There are no delays in the project schedule.	Green	Monitoring of the social procurement, training and local content benefits to date indicates delivery against targets is track. Delivery on time and on budget will ensure long term financial benefits are also achieved.	Manager, Finance	State Electricity Commission	Acting Chief Executive Officer	State Electricity Commission	22/09/2025
Housing Support Program - Priority Works (statewide)	Green	Program is on track to deliver within the approved schedule.	Green	Program is on track to deliver against the benefits.	Director, Enterprise & Portfolio Governance	Homes Victoria	Chief Executive Officer	Homes Victoria	25/09/2025
Non Road Rail Overpass (Werribee)	Green		Green		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2025
Kananook Train Maintenance Facility Stage 2 (metropolitan)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
M80 Ring Road upgrade (metropolitan north and west)	Green		Green		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2025
Melbourne Airport Rail (metropolitan various)		Establishment of the timeline for the project is in progress, subject to agreement on scope and the delivery gateway. This is in progress following the execution of the MOU signed between Commonwealth and State governments and APAM in March 2025.		Measurement of benefits will be undertaken at the appropriate time following agreement by government to progress the project.	Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Melbourne Arts Precinct Transformation (Melbourne)	Green		Amber	Benefits Mapping Plan to be updated 24/25 with project partners to reflect expanded/evolving benefits over time	Director Melbourne Arts Precinct Transformation	MAP Co	Director and Chief Executive Officer	MAP Co	18/09/2025
Melton line upgrade (statewide)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025

Name of the major project (statewide)	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in MPPR	Approved total estimated investment (TEI) as per MPPR 2022-26, or Budget Allocation, as attended by entity	MPPR2024 TEI	Original TEI	Actual expenditure to date as per MPPR 2022-26	Estimated completion date as per MPPR 2022-26	Original estimated completion date	Original estimated completion date	Project status as per MPPR 2022-26	Project status as per MPPR 2022-26	Notes
Metro Tunnel (metropolitan various)	Yes	2009	809,116,000	7,940,000,000	1,253,377,000	665,632,000	Q4 2026-2027	Q4 2027-2023	Q4 2027-2023	Existing	Existing	The TEI has increased by \$55,107 million due to funding being reclassified from the Western Plains Corridor to the Metro Tunnel project. The original completion date has been revised to quarter 4 2026-27 in line with a revised project schedule.
Metro Tunnel (metropolitan various)	Yes	2023	247,177,476	2,684,150,000	241,178,000	40,211,530	ongoing	Q4 2028-2029	Q4 2028-2029	Existing	Existing	The TEI has decreased by \$29,388 million, as a result of the digital metering program progressing through 2025-26 with approximately 10 per cent of meters exchanged.
Metro Tunnel (metropolitan various)	Yes	2016	13,480,377,000	128,447,070	10,800,000,000	13,189,000,000	Q2 2025-2026	Q4 2025-2026	Q4 2025-2026	Existing	Existing	The TEI has increased by \$837,500 million, due to the additional payment of \$745,000 million agreed between the State and Cross Yarra Partnership under the 2024 settlement agreement. State costs and the repositioning of savings from Dandenong Corridor Readiness Works (metropolitan various) (\$18.476 million), Level Crossing Removal (metropolitan various) (\$10,900 million) and Caulfield Rejuvenation Works (\$8.524 million).
Metro Tunnel Readiness 2023-25 (metropolitan)	Yes	2016	403,575,500	3,926,100,000	386,277,000	252,686,000	Q2 2025-2026	Q2 2025-2026	Q2 2025-2026	Existing	Existing	The TEI has increased by \$8,514 million due to budgeted amounts being reclassified as capital instead of operating expenditure, in line with accounting standards.
Micklem Road Upgrade - Stage 1 (Geenvale)	Yes	2021	190,777,000	2,067,700,000	206,772,000	183,491,516	Q2 2025-2026	Q4 2025-2026	Q4 2025-2026	Existing	Existing	The TEI has decreased by \$15,950 million due to \$12,790 million of savings and \$3,159 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date has been revised to quarter 2 2025-26 in line with a revised project schedule. The TEI includes \$109,540 million of Commonwealth Government funding.
Modernisation of Victorian Melbourne Public Sector Residential Aged Care Services Strategic Stage 3 Kingston Project (Cheltenham)	Yes	2021	138,630,000	1,386,000,000	134,650,000	128,060,000	Q4 2025-2026	Q4 2025-2026	Q4 2025-2026	Completed	Completed	
Modernise the Digital Train Radio System (metropolitan)	Yes	2024	179,908,000	17,990,000,000	179,908,000	5,900,000	Q2 2030-2031	Q2 2030-2031	Q2 2030-2031	Existing	Existing	
Monash Medical Centre Redevelopment (Clayton)	Yes	2024	535,000,000	53,500,000,000	535,000,000	14,980,000	Q4 2028-2029	Q4 2028-2029	Q4 2028-2029	Existing	Existing	This initiative is part of Labor's Financial Statement 2022.
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	Yes	2021	112,000,000	11,200,000,000	103,420,000	38,330,000	Q4 2026-2027	Q4 2026-2027	Q4 2026-2027	Existing	Existing	

Name of the major project (shortened)	Other names this project is known by	Is this project High Value High Risk (HVHR)	Main sector of this project	Project or sub-package	Project description (max 250 words)
Meters (metropolitan various)	Digital Meters	No	Water	Project/Program	The deployment of Digital Water Meters for all South East Water customers over a 6-year period enabling new services for our customers such as customer leak detection and capabilities for our operation teams network leak detection. This will enable SEW to realise savings on bulk water purchases, reduce non-revenue water and deliver efficiencies.
Metro Tunnel (metropolitan various)	Melbourne Metro Tunnel (metro various)	Yes	Transport	Project/Program	The Metro Tunnel Project will free up space in the City Loop to run more trains to and from the suburbs, by taking our busiest train lines through a new tunnel under the city. That means more trains, more often across Victoria, with a less crowded and more reliable train network. The Sunbury and Cranbourne/Pakenham lines will be upgraded with next generation High Capacity Signalling, to allow more trains to run more often and more reliably.
Metro Tunnel Readiness 2023-24 and 2024-25 (metropolitan)		No	Transport	Project/Program	The Metro Tunnel Project (MTP) is approaching completion after seven years of construction. Metro Tunnel Readiness presents a critical workstream for supporting a significant change to Victoria's metropolitan transport system heading up to and beyond MTP Day 1. Continue delivery of preparation activities for the opening of the new Metro Tunnel, including continuing recruitment and training of train drivers and other critical staff, and completing trial operations and activities to support the network integration and operation of the Metro Tunnel.
Mickleham Road Upgrade – Stage 1 (Geenvale)	None	No	Transport	Project/Program	Stage 1 of the project will build extra lanes, add new traffic lights at the Alken College intersection, replace the roundabout at Somerton Road and Mickleham Road with a new traffic light intersection, upgrade the Hillview Road and Bellmore Boulevard intersections, and upgrade and build walking and cycling paths.
Modernisation of Melbourne Public Sector Residential Aged Care Services Strategic Stage 3 Kingston Project (Cheltenham)		No	Health and human services	Project/Program	This project involves funding for the construction of a 130-bed residential aged care facility on the existing Kinglake Centre site consisting of 75 general high care beds and 75 aged care residential beds. The project will deliver a new aged care facility for patients and staff, and will provide an infrastructure response linked to the Royal Commission into Aged Care Quality and Safety and the Royal Commission into Victoria's Mental Health System.
Modernise the Digital Train Radio System (metropolitan)	DTRS MBS Project (Maintainability & Serviceability)	No	Transport	Project/Program	Extension of the Digital Train Radio System Maintenance and Service (MBS) Contract for 5.7 years from April 2025 to December 2030. This includes capital maintenance to address obsolescence with the current DTRS network.
Monash Medical Centre Redevelopment (Clayton)	Hospital Infrastructure Delivery Fund (statewide) - A Bigger and Better Monash Medical Centre	Yes	Health and human services	Project/Program	Funding is provided to upgrade and expand Monash Medical Centre. This will expand capacity in operating theatres, intensive care unit, surgical and maternity inpatient services, and birthing suites. This expansion will deliver better access to quality care for people in the south-eastern suburbs. This initiative delivers on the Government's election commitment, 'A bigger and better Monash Medical Centre' as published in Labor's Financial Statement 2022. This initiative contributes to the Department of Health's Admitted Services output.
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	Delivering more hospital beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Ferntree Gully)	No	Health and human services	Project/Program	This project will deliver a new three-storey building providing 4 new operating theatres, a new inpatient ward and allied health.

Name of the major project (Waterford)	Region type	LGA location	State funding	Australian Government funding	Other funding (private/public/charity)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPPR 2024 value	Has a change in scope impacted the project's FD since the last survey (attestation date)?	Describe the scope changes that affected the FD	Has a change in scope impacted the project's completion date since the last survey (attestation date)?	Describe the scope changes that affected the completion date
Metro Tunnel (metropolitan various)	Metropolitan	Ararat (Greater Geelong) Melbourne (Mount Alexander)	80,118,000	0	0	Department of Public and Community Safety	Department of Justice and Community Safety	2	2	No		No	
Metro Tunnel (metropolitan various)	Metropolitan	Bayside (Carindale) Casey Frankston Glen Eira (Greater Dandenong) Kingston Knox Mornington Peninsula Port Phillip	0	0	247,117,776	South East Water Corporation	South East Water Corporation	0	0	No		No	
Metro Tunnel (metropolitan various)	Metropolitan	Melbourne (Stromington)	13,480,371,000	0	0	Victorian Rail Track (VGTTrack)	Victorian Infrastructure Delivery Authority	2	2	No		No	
Metro Tunnel Readiness 2023-24 June 2024-25 (metropolitan)	Metropolitan	Melbourne	480,575,000	0	0	Victorian Rail Track (VGTTrack)	Department of Transport and Planning	0	0	No		No	
Mickleham Road Upgrade - Stage 1 (Greenvale)	Metropolitan	Hume	81,237,000	109,540,000	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	No		No	
Modernisation of Melbourne Public Sector Residential Aged Care Services Strategic Stage 3 Kingston Project (Chatterham)	Metropolitan	Kingston	135,630,000	0	0	Department of Health	Victorian Infrastructure Delivery Authority	0	0	No		No	
Modernise the Digital Train Radio System (metropolitan)	Metropolitan	Banyule Bayside Boroondara Brimbank Cardinia Casey Darebin Frankston Glen Eira Greater Dandenong Hobsons Bay Hume Kingston Knox Maribyrnong Maroonah Melbourne Merri-bek Monash Moonee Valley Mornington Peninsula Nillumbik Port Phillip Stonnington Whitehorse Whittlesea Wyndham Yarra City Yarra Ranges	179,908,000	0	0	Victorian Rail Track (VGTTrack)	Department of Transport and Planning	0	0	No		No	
Monash Medical Centre Redevelopment (Clayton)	Metropolitan	Kingston	535,000,000	0	0	Department of Health	Victorian Infrastructure Delivery Authority	0	0	No		No	
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) Upper Ferntree Gully	Metropolitan	Knox	112,000,000	0	0	Department of Health	Victorian Infrastructure Delivery Authority	0	0	No		No	

Name of the major project (steward)	What stage is this project currently in (In delivery/under construction)	MPH 2024 project stage (In delivery/under construction)	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Metro Tunnel (metropolitan various)	In delivery/under construction	In delivery/under construction	No		Yes	08/03/2015	Yes	03/11/2015	Yes		No		No		
Metro Tunnel (metropolitan various)	In delivery/under construction	In delivery/under construction	Yes	24/02/2017	Yes	07/10/2022	Yes	16/02/2023							
Metro Tunnel (metropolitan various)	In delivery/under construction	In delivery/under construction	Yes	21/08/2014	Yes	09/10/2015	Yes	01/02/2016	Yes	02/06/2016	No		No		
Metro Tunnel Readiness 2023 - 28 June 2024 - 25 (metropolitan)	In delivery/under construction	In delivery/under construction	Yes	30/01/2023	Yes	29/01/2024	No		No		No		No		
Macklem Road Upgrade - Stage 1 (Geenevale)	Practical completion	In delivery/under construction	No		No		No		No		No		No		
Modernisation of Melbourne Public Sector Residential Aged Care Services Strategic Stage 3 Kingston Project (Cheltenham)	Post practical completion	In delivery/under construction	No		No		No		No		No		No		No
Modernise the Digital Train Radio System (metropolitan)	In delivery/under construction	Contract negotiation	No		No		No		No		No		No		
Monash Medical Centre Redevelopment (Clayton)	Contract negotiation	Early works/pre-procurement	Yes	06/04/2023	Yes	06/04/2023	Yes	04/03/2025	No		No		No		
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	In delivery/under construction	In delivery/under construction	No		No		No		No		No		No		

Name of the major project (shortened)	How many DTP Project Assurance Reviews (PARs) have been conducted for this project?	Most recent (date) completion date (dd/mm/yyyy)	Does this project have a business case? (dd/mm/yyyy)	When was the business case approved (dd/mm/yyyy)	Please explain why a business case has not been approved (max 250 words)	Has an Investment Log: IIP (IIP) been approved for this project?	When was the IIP approved? (dd/mm/yyyy)	Please explain why an IIP has not been approved (max 250 words)
Metro system capacity	1	01/09/2024	Yes	21/01/2019		Yes	23/01/2019	
Meters (metropolitan various)	None		Yes	15/01/2022		Yes	15/01/2022	
Metro Tunnel (metropolitan various)	2	01/11/2024	Yes	22/02/2016		Yes	22/02/2016	
Metro Tunnel Readiness 2023-24 and 2024-25 (metropolitan)	None		Yes	21/11/2021		Yes	21/11/2021	
Mickleham Road Upgrade – Stage 1 (Greenvale)	None		Yes	01/05/2022		Yes	01/05/2022	
Modernisation of Melbourne Public Sector Residential Aged Care Services Strategic Stage 3 Kingston Project (Cheltenham)	None		Yes	30/01/2020		Yes	30/01/2020	
Modernise the Digital Train Radio System (metropolitan)	None		Yes	23/01/2024		Yes	23/01/2024	
Monash Medical Centre Redevelopment (Clayton)	None		Yes	25/01/2024		Yes	25/01/2024	
More hospital and aged care beds for Melbourne's East (Anglia Hospital Expansion Stage 2) (Upper Ferntree Gully)	None		Yes	30/01/2021		Yes	30/01/2021	

Name of the major project (brief description)	Has a Benefits Management Plan (BMP) been approved for this project?	When was the BMP approved (dd/mm/yyyy)?	Please explain why a BMP has not been approved (max 250 words).	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business Case, IUP or BMRP) that have been realised or are anticipated in the current phase of the project?
Metro expansion system capacity (Starewale)	Yes	23/01/2019		Yes
Metro (metropolitan various)	Yes	15/01/2022		Yes
Metro Tunnel (metropolitan various)	Yes	22/02/2016		Yes
Metro Tunnel Readiness 2023-24 June 2024-25 (metropolitan)	Yes	21/11/2021		Yes
Mickleham Road Upgrade – Stage 1 (Greenvale)	Yes	01/05/2022		Yes
Modernisation of Melbourne Public Sector Residential Aged Care Services Strategic Stage 3 Kingston Project (Cheltenham)	Yes	30/01/2020		Yes
Modernise the Digital Train Radio System (metropolitan)	Yes	23/01/2024		Yes
Monash Medical Centre Redevelopment (Clayton)	Yes	25/01/2024		Yes
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	Yes	30/01/2021		Yes

Name of the major project (shortened)	Does this project have any internal reporting processes showing actual progress for forecasted against expected project benefits compared to those included in the business case, ILM or AIMP?	Does this project have a process to recalculate any changes to project benefits (ie. ILM or AIMP) due to the impact of significant material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Metro Tunnel (metropolitan various)	Yes	Yes	Yes	Amber	Red	The forecasted cost is likely to increase if the program remains consistent with the business case, although there are dependencies of scope on ILM and Barwon under review as part of the defect rectification requirements. Estimates have been prepared for ABC informed by defect rectification plans with defect identification at Barwon underway. Budget impacts will be confirmed once this work has concluded. The program is anticipated to have insufficient funds to address all currently known issues.
Metro Tunnel (metropolitan various)	Yes	Yes	Yes	Green	Green	
Metro Tunnel (metropolitan various)	Yes	Yes	Yes	Green	Green	Metro Tunnel TEI is \$13.48 billion. Metro Tunnel Project is managing costs within approved funding and no further adjustments to the TEI are expected.
Metro Tunnel Readiness 2023-24 and 2024-25 (metropolitan)	Yes	Yes	Yes	Green	Green	
Mickleham Road Upgrade - Stage 1 (Greenvale)	Yes	Yes	Yes	Green	Green	
Modernisation of Melbourne Public Sector Residential Aged Care Services Strategic Stage 3 Kingston Project (Cheltenham)	Yes	Yes	Yes	Green	Green	
Modernise the Digital Train Radio System (metropolitan)	Yes	Yes	Yes	Green	Green	
Monash Medical Centre Redevelopment (Clayton)	Yes	Yes	Yes	Green	Green	
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	Yes	Yes	Yes	Green	Green	

Name of the major project (shortened)	Provide a self-assessment of how the project is progressing against timelines	Provide a rating of how this project is progressing against benefits	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of latest update (dd/mm/yyyy)
Water system capacity (various)	Amber	N/A	The approved end date for the overall program was revised in the 2025-26 Budget Papers from March 2025 to June 2027. Marrangeonnet and Middleton have both achieved practical completion.	Executive Director	Community Safety Building Authority	Executive Director, Governance and Assurance	Department of Justice and Community Safety	18/09/2025
Meters (metropolitan various)	Amber	Green	The exchange of digital meters is currently behind schedule due to supply chain constraints delaying the delivery of digital meters. South East Water has a recovery plan in place and will accelerate through the exchange program to ensure all benefits are delivered. Financially, the program is currently forecast to be under budget due to favourable pricing outcomes through the tender of digital meters and Field Services.	General Manager, Digital and Transformation	South East Water	General Manager, Finance and Technology (CTO)	South East Water	18/09/2025
Metro Tunnel (metropolitan various)	Green	Green		Chief Operating Officer	VIDA Metro	Coordinator-General, Metro Tunnel Project	VIDA Metro	16/09/2025
Metro Tunnel Readiness 2023-25 (metropolitan)	Green	Green		A/G Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
Mickleham Road Upgrade - Stage 1 (Greenvale)	Green	Green		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2025
Modernisation of Victorian Railways Public Sector Residential Aged Care Services Strategic Stage 3 Kingston Project (Cheltenham)	Green	Green		Senior Executive Director, Health Capital Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Modernise the Digital Train Radio System (metropolitan)	Green	Green		A/G Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
Monash Medical Centre Redevelopment (Clayton)	Green	Green		Senior Executive Director, Health Capital Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	Green	Green		Senior Executive Director, Health Capital Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025

Name of the major project (Regional)	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in MPPR	Approved total estimated investment (TEI) as per MPPR 2024-26, or Budget Allocation, as attested by entity	MPPR 2024 TEI	Original TEI	Actual expenditure to date as per MPPR 2024-26	Estimated completion date as per MPPR 2024-26	Actual expenditure to date as per MPPR 2024-26	Estimated completion date as per MPPR 2024-26	Original estimated completion date	Project status as per MPPR 2024-26	Treatment from MPPR 2024-26
More Usable Trains 2023-24 (Regional)	Yes	2023	228,865,000	230,000,000	250,040,000	146,600,000	Q1 2026-2027	146,600,000	Q1 2026-2027	Q4 2027-2027	Completed	The TEI has decreased by \$21.375 million due to \$6.375 million which has been reappropriated to other train services. The TEI includes \$15.200 million which has been reappropriated to Public Transport Ticketing Asset Renewal (statewide) initiative.
More Usable Trains 2023-24 (Regional)	Yes	2023	570,759,000	607,500,000	600,750,000	446,300,000	Q1 2027-2028	446,300,000	Q1 2027-2028	Q4 2027-2028	Existing	The TEI has decreased by \$30,000 million due to savings in completed stages of works which has been reappropriated to Public Transport Ticketing Asset Renewal (statewide) initiative. This initiative is part of Labor's Financial Statement 2022.
More Usable Bus Project (Regional/Statewide)	Yes	2024	840,311,000	887,000,000	220,000,000	783,126,000	Q1 2026-2027	783,126,000	Q1 2026-2027	Q4 2027-2028	Existing	The TEI has increased by \$3,000 million due to \$3,270 million of market escalation and complex signaling implementation offset by a \$20,250 million decrease relating to expenditure being reallocated as operating instead of capital in line with accounting standards. The estimated completion date has been revised to quarter 1 2026/27 in line with signalling works and the guideline of projects schedule across the program. The TEI includes \$538.216 million of Commonwealth Government funding.
National water grid fund (Statewide)	No	2022	190,161,000	369,700,000	36,501,000	62,321,000	Q4 2028-2029	62,321,000	Q4 2028-2029	Q4 2024-2025	Existing	The TEI has increased by \$156.558 million to align with the allocation of Commonwealth Government funding and reflect the transfer from the National Water Infrastructure Development Fund - National Partnership Agreement and an expanded project scope. The estimated completion date has been revised to quarter 4, 2028/29 to reflect a revised schedule of works. The TEI is funded by \$190.161 million of Commonwealth Government funding.
New Melton Hospital (Cobblebank)	Yes	2021	1,467,759,000	10,000,000,000	1,000,000,000	178,270,000	Q1 2029-2030	178,270,000	Q1 2029-2030	Q4 2028-2029	Existing	The project agreement was signed on 29 October 2024. This project is a Public Private Partnership where the upfront capital investment has resulted in additional scope and work of life benefits over the 25-year operating term while retaining the project's original objectives. The estimated completion date has been revised to quarter 1 2029-30 in line with the project schedule.

Name of the major project (Regional)	Other names this project is known by (Regional)	Is this project High Value High Risk (HVHR)?	Main sector of this project	Project or sub-package	Project description (max 250 words)
More Varsity Trains 2022-23	More Varsity Trains	No	Transport	Project/Program	Funding for 12 additional Varsity regional trains, included in 2022-23 Budget
More Varsity Trains 2022-24 (Regional)	More Varsity Trains	Yes	Transport	Project/Program	Funding for 23 new Varsity trains from manufacturers. Aims to be built in Dandenong. These trains will be delivered from mid-2024 following completion of existing orders and will improve capacity to Melton as well as enabling Classic Fleet retirement on the Geelong and Bundoora-Melton corridors.
Murray Basin Rail Project (Regional/Statewide)		Yes	Transport	Project/Program	The Murray Basin Rail Project has completed upgrades to the Asset to Maryborough Line, Owen to Maryborough Line, Shear Upgrade between Dussell and Sea Lake and new sidings at Donald and Marber. Work is progressing on new sidings for at Emerald, and upgrades and design work and planning approvals are continued for the next stage of upgrades including a mobile refuelling station at Owen and signalling upgrades at the Owen and Maryborough yards. The Murray Basin Rail Project is delivering key benefits for primary producers and freight operators including increased capacity, improved network reliability and resilience, and reduced journey times.
National water grid fund (Statewide)	National Water Grid Fund -VIC Schedule	No	Water	Project/Program	The National Water Grid Fund (NWGF) supports the development and delivery of nationally significant water infrastructure projects that provide safe and reliable water for productive and/or community use in regional and remote Australia, while being environmentally sustainable and culturally responsive. Specific to Victoria, the NWGF is a program that is co-funding 21 projects delivered by water corporations and reported to BECCA (who has a governance/oversight function) that include capital projects and business cases. Note that of the 21 projects co-funded by the NWGF and Water Corporations - the NWGF investment ranges from \$4million to \$48 million. The funding arrangements between the State and Commonwealth for NWGF co-funded Victorian projects are published online: https://federalfinancialrelations.gov.au/files/2023/03/NATIONAL%20WATER%20GRID%20FUND%20-%20VIC%20Schedule%20-%20March%202025.pdf
New Melton Hospital (Geelong)	First Stage of the new Melton Hospital	Yes	Health and human services	Project/Program	Delivery of high-quality care for the people in the western region of Melbourne. Deliver 24-hour emergency services with over 100 medical and surgical beds, an intensive care unit, maternity and neonatal services, mental health services, ambulatory care and a range of clinical supports. The Melton Hospital will also use new models of care, building upon virtual healthcare and increasing capacity for hospital in the home programs.

Name of the major project (Regional)	Region type	LCAs location	State funding	Australian Government funding	Other funding (private/philanthropic/fund raise)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPPR 2024 value	Has a change in scope impacted the project's FCI since the last survey attention date?	Describe the scope changes that affected the FCI	Has a change in scope impacted the project's completion date since the last survey attention date?	Describe the scope changes that affected the completion date
More Usable Trains 2022-24 (Regional)	Statewide	LCAs location Karratt (Baw Baw) (Benalla) (Bairnsdale) (Campanse) (Central Goldfields) (Cape Otway) (Castlemaine) (East Gippsland) (Gannawarra) (Greater Bendigo) (Greater Geelong) (Greater Shepparton) (Heathcote) (Hobsons Bay) (Hume) (Idlego) (Larobe) (Macedon Ranges) (Maribyrnong) (Melbourne) (Merri-bek) (Mitchell) (Moonee Valley) (Moorabool) (Mount Alexander) (Myone) (Pyrenees) (Strathgellie) (Surf Coast) (Swan Hill) (Wangaratta) (Warrambool) (Wentworth) (Whitfield) (Wodonga) (Wyndham) (Yarra City)	228,665,000	0	0	0 Victorian Rail Track (VicTrak)	Department of Transport and Planning	0	0	0			
More Usable Trains 2022-24 (Regional)	Statewide	LCAs location Karratt (Bairnsdale) (Baw Baw) (Benalla) (Bairnsdale) (Campanse) (Central Goldfields) (Cape Otway) (Castlemaine) (East Gippsland) (Gannawarra) (Greater Bendigo) (Greater Geelong) (Greater Shepparton) (Heathcote) (Hobsons Bay) (Hume) (Idlego) (Larobe) (Macedon Ranges) (Maribyrnong) (Melbourne) (Merri-bek) (Mitchell) (Moonee Valley) (Moorabool) (Mount Alexander) (Myone) (Pyrenees) (Strathgellie) (Surf Coast) (Swan Hill) (Wangaratta) (Warrambool) (Wentworth) (Whitfield) (Wodonga) (Wyndham) (Yarra City)	370,759,000	0	0	0 Victorian Rail Track (VicTrak)	Department of Transport and Planning	0	0	No		No	
Murray Basin Rail Project (Regional variants)	Regional	LCAs location Karratt (Bairnsdale) (Baw Baw) (Benalla) (Bairnsdale) (Campanse) (Central Goldfields) (Cape Otway) (Castlemaine) (East Gippsland) (Gannawarra) (Greater Bendigo) (Greater Geelong) (Greater Shepparton) (Heathcote) (Hobsons Bay) (Hume) (Idlego) (Larobe) (Macedon Ranges) (Maribyrnong) (Melbourne) (Merri-bek) (Mitchell) (Moonee Valley) (Moorabool) (Mount Alexander) (Myone) (Pyrenees) (Strathgellie) (Surf Coast) (Swan Hill) (Wangaratta) (Warrambool) (Wentworth) (Whitfield) (Wodonga) (Wyndham) (Yarra City)	312,195,000	538,116,900	0	0 Victorian Rail Track (VicTrak)	Victorian Infrastructure Delivery Authority	2	2	No		No	
National water grid fund (statewide)	Statewide	LCAs location Karratt (Bairnsdale) (Baw Baw) (Benalla) (Bairnsdale) (Campanse) (Central Goldfields) (Cape Otway) (Castlemaine) (East Gippsland) (Gannawarra) (Greater Bendigo) (Greater Geelong) (Greater Shepparton) (Heathcote) (Hobsons Bay) (Hume) (Idlego) (Larobe) (Macedon Ranges) (Maribyrnong) (Melbourne) (Merri-bek) (Mitchell) (Moonee Valley) (Moorabool) (Mount Alexander) (Myone) (Pyrenees) (Strathgellie) (Surf Coast) (Swan Hill) (Wangaratta) (Warrambool) (Wentworth) (Whitfield) (Wodonga) (Wyndham) (Yarra City)	***	***	***	Department of Energy, Environment and Climate Action	Victorian Water Corporations (statewide) - Multiple	2	2		The MWGF Schedule to the FFA Infrastructure has been subject to variations, primarily for the inclusion of funding for new projects as well as updates to the MWGF program scope and timeliness. Please refer to the following page for updated versions of the FFA Infrastructure MWGF FFA Schedule. The MWGF FFA Schedule has been subject to variations to the MWGF program scope and timeliness in October 2021, January 2024 and March 2025; https://feefr.nationalgrid.com.au/nationalwater-grid		As noted above
New Melton Hospital (Gobbiann)	Metropolitan	Melton	1,487,715,000	0	0	0 Department of Health	Victorian Infrastructure Delivery Authority	0	0	No		No	

Name of the major project (regional)	What stage is this project currently in (delivery/under construction)	Completed Gate 1: Concept and feasibility (dd/mm/yyyy)	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case (dd/mm/yyyy)	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Readiness for market (dd/mm/yyyy)	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision (dd/mm/yyyy)	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service (dd/mm/yyyy)	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis (dd/mm/yyyy)	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Murray Valley Trains 2022-23	In delivery/under construction	Yes	23/12/2021	Yes	23/12/2021									No
Murray Valley Trains 2023-24	In delivery/under construction	Yes	23/12/2022	Yes	23/12/2022	No		No		No		No		No
Murray Basin Bus Project (regional variants)	In delivery/under construction	Yes	30/07/2015	Yes	30/07/2015	Yes	04/05/2011	Yes	01/07/2012	No		No		No
National water grid fund (statewide)	In delivery/under construction													
New Melton Hospital (Cobblebank)	In delivery/under construction	Yes	03/03/2022	Yes	03/03/2022	Yes	01/05/2023	No		No		No		No

Name of the major project (Regional)	How many DTF Project Assurance Reviews (PARs) have been conducted for this project? None	Most recent (old) completion date (business case) (dd/mm/yyyy)	Does this project have a business case? Yes	When was the business case approved (dd/mm/yyyy) 23/12/2021	Please explain why a business case has not been approved (max 250 words)	Has an Investment Log: Map (ILM) been approved for this project? Yes	When was the ILM approved? (dd/mm/yyyy) 23/12/2021	Please explain why an ILM has not been approved (max 250 words)
More Usody teams 2022-4 (Regional)	None		Yes	23/05/2023		Yes	23/05/2023	
Murray Basin Bus Project (Regional funds)	1	01/07/2018	Yes	23/05/2020		Yes	06/12/2021	
National water grid fund (statewide)			Yes					
New Melton Hospital (Cobden)	None		Yes	01/07/2020		Yes	01/07/2020	

Name of the major project (where VGCY teams 2022-3 (Regional))	Has a Benefits Management Plan (BMP) been approved for this project? Yes	When was the BMP approved? (dd/mm/yyyy) 23/12/2021	Please explain why a BMP has not been approved (max 250 words).	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business case, IIR or BMRP) that have been realized or are anticipated in the current phase of the project? Yes
More VGCY teams 2022-3 (Regional)	Yes	23/05/2023		Yes
Murray Basin BP Project (Regional variabls)	Yes	27/05/2022		Yes
National water grid fund (statewide)	Yes	01/07/2008		Yes
New Melton Hospital (Goolburra)	Yes			Yes

Name of the major project (regional)	Does this project have any internal reporting processes showing actual progress for forecasts against expected project benefits compared to those included in the business case, IWR or BMR? Yes	Does this project have a process to recalculate any changes to project benefits (as described in the business case, IWR or BMR) due to the impact of significant material scope changes? Yes	Do you collect, analyse and use lessons learned as a part of continuous improvement? Yes	Provide a self-assessment of how the project is progressing against scope Green	Please provide the rationale for the rating you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost Green	Please provide the rationale for the rating you have given for cost (max 250 words).
More Usable Trains 2022/23 (regional)	Yes	Yes	Yes	Green		Green	
More Usable Trains 2023/24 (regional)	Yes	Yes	Yes	Green		Green	
Murray Reach Bus Project (regional/rural)	Yes	Yes	Yes	Green		Green	
National water grid fund (statewide)	Yes	No	Yes	Green	Individual projects are progressing in line with the current scope for projects outlined in the MWGF Schedule, which was recently varied in March 2025 with approval by the relevant Federal and Victorian Water Ministers.	Green	As a statewide program of initiatives being delivered to as per the MWGF FFA Schedule recently varied in March 2025 and approved by Federal and Victorian Water Ministers - the projects are currently progressing against the funding contributions for each project, as detailed within the FFA-Schedule.
New Aclison Hospital (Goolburra)	Yes	Yes	Yes	Green		Green	

Name of the major project (regional)	Provide a self-assessment of how the project is progressing against timelines Green	Provide a rating of how the project is progressing against benefits. Green	Please provide the rationale for the rating you have given for benefits (max 250 words).	Position of the contact person (regional)	Position of the contact person (statewide)	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of ratification (if any) (YY)
More Usable Trains 2022-3	Green	Green	Please provide the rationale for the rating you have given for benefits (max 250 words).	AG Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
More Usable Trains 2022-4 (regional)	Green	Green	Please provide the rationale for the rating you have given for benefits (max 250 words).	AG Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
More Usable Bui Project (regional variants)	Green	Green	Please provide the rationale for the rating you have given for benefits (max 250 words).	Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
National water grid fund (statewide)	Green	Green	Please provide the rationale for the rating you have given for benefits (max 250 words).	Senior Manager Rural Water Projects	Department of Energy, Environment and Climate Action	Deputy Secretary, Corporate Services	Department of Energy, Environment and Climate Action	12/09/2025
New Melton Hospital (Cobblebank)	Green	Green	Please provide the rationale for the rating you have given for benefits (max 250 words).	Senior Executive Director, High Value High Risk Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025

Name of the major project (Metropolitan various) (Statewide)	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)? Yes	Year the project first appeared in BPA	Approved total estimated investment (TEI) as per BPA 2022-26, or Budget Allocation, as attested by entity	MPPR2024 TEI	Original TEI	Actual expenditure to date 2022-26	Estimated completion date as per BPA 2022-26	MPPR 2024 estimated completion date	Original estimated completion date	Project status as per BPA 2022-26	Funds from BPA 2022-26
New metropolitan units	Yes	2021	365,849,000	363,847,000	365,849,000	346,200,000	Q3 2027-2028	Q3 2027-2028	Q2 2026-2027	Existing	
New schools construction (Metropolitan various): Kooragang College	No	2025	366,054,160**			42,705,345	Q2 2026-2027			New	
New schools construction (Metropolitan various): Manning Primary School	No	2025	366,054,160**			39,578,823	Q2 2026-2027			New	

Name of the major project (Metropolitan various)	Other names this project is known by (Metropolitan various)	Is this project High Value High Risk (HVHR)?	Main sector of this project	Project or sub-package	Project description (max 200 words)
New schools construction (Metropolitan various): Koroore College	New metropolitan train;	Yes	Transport	Project/Program	<p>Project description (max 200 words)</p> <p>35 new state-of-art X-trains 2.0 trains and upgrades to 3 supporting maintenance facility. The new trains will be manufactured in Ballarat and will improve accessibility for hearing, vision and mobility-impaired passengers. X-trains 2.0 trains will use updated information systems and operate with improved traction performance and energy efficiency.</p> <p>We are building a new secondary school in Cobblebank. It will open for Day 1, Term 1 in 2026. The school will be able to enrol up to 865 students, including 65 students with disabilities, when it is complete.</p> <p>This school will help meet increasing enrolment demand from a growing local population. It will help local students get high-quality education closer to home.</p> <p>When open for Term 1, 2026 the school will include:</p> <ul style="list-style-type: none"> - a multi-use building with: -> a student centre -> a library -> a learning neighbourhood - a 3-storey building with specialist learning areas for technology, science and the arts - 2 outdoor hardcourts - a bus loop and staff parking. <p>By Term 2, 2026, we expect to complete:</p> <ul style="list-style-type: none"> - a community hub with: -> an indoor multi-use court -> table tennis and change room -> a fitness room -> specialist learning areas for music and drama -> specialist learning areas for food technology -> a canteen - a sports field.
New schools construction (Metropolitan various): Manning Primary School		Yes	Education and Training	Sub-package	<p>We are building a new primary school in Port Melbourne. It will open for Day 1, Term 1 in 2026. In 2026 we expect to have places for up to 650 students when complete.</p> <p>We are building this school in stages. We're working with the builder to make sure key facilities are ready for the first students on day 1 of Term 1, 2026. We expect to complete the remaining facilities by Term 3, 2026.</p> <p>When open for day 1, Term 1, 2026 the school will include:</p> <ul style="list-style-type: none"> - a 2-storey building with: > classrooms > a collaboration space > toilets > staff spaces > an administration area - an outdoor play area - a kindergarten (opening 2027) <p>By Term 3, 2026 we expect to complete:</p> <ul style="list-style-type: none"> - a 3-storey building with: > an administration area > library > classrooms > presentation space > rooftop terrace - a community hub with: > gym > music room > toilets > change rooms > rooftop playing court - a grassed playing field - a landscaped playground including shade sails, seating areas and play equipment.

Name of the major project (Metropolitan various)	Region type	LGA location	State funding	Australian Government funding	Other funding (private/philanthropic/charity)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPFR 2024 value	Has a change in scope impacted the project's FD since the last survey assessment date?	Describe the scope change(s) that affected the FD	Has a change in scope impacted the project's completion date since the last survey assessment date?	Describe the scope change(s) that affected the completion date
New metropolitan trams (Statewide)	Statewide	Frankston (Gen Era) Hume Kingston Melbourne Merri-Shep Phoenix Valley Stonnington Yarra City	365,849,000	0	0	0 Victorian Rail Track (V/Track)	Department of Transport and Planning	0	0	0/No		No	
New schools construction (Metropolitan various): Koroit College	Metropolitan	Melton	366,654,160**	0	0	0 Department of Education	Department of Education	0	0				
New schools construction (Metropolitan various): Manning Primary School	Metropolitan	Port Phillip	366,654,160**	0	0	0 Department of Education	Department of Education	0	0				

Name of the major project (Statewide)	What stage is this project currently in? (In delivery/under construction)	Completed Gate 1: Concept and feasibility (Yes)	Gate 1: date of approval (dd/mm/yyyy) 20/01/2021	Completed Gate 2: Business case (Yes)	Gate 2: date of approval (dd/mm/yyyy) 20/01/2021	Completed Gate 3: Business for market (Yes)	Gate 3: date of approval (dd/mm/yyyy) 20/07/2021	Completed Gate 4: Tender decision (Yes)	Gate 4: date of approval (dd/mm/yyyy) 20/07/2021	Completed Gate 5: Business for service (No)	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis (No)	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
New metropolitan trains (Statewide)	In delivery/under construction	Yes	20/01/2021	Yes	20/01/2021	Yes	20/07/2021	Yes	20/07/2021	No		No		
New schools construction (Metropolitan various): Kooragang College	In delivery/under construction	Yes	09/12/2024	Yes	09/12/2024	Yes	09/12/2024	Yes	09/12/2024	No		No		
New schools construction (Metropolitan various): Manning Primary School	In delivery/under construction	Yes	09/12/2024	Yes	09/12/2024	Yes	09/12/2024	Yes	09/12/2024	No		No		

Name of the major project (Statewide)	How many DTF Project Assurance Reviews (PARs) have been conducted for this project?	Most recent PAR completion date (date) (dd/mm/yyyy) (case)	Does this project have a Business Case?	When was the Business Case approved (date) (dd/mm/yyyy)	Please explain why a Business Case has not been approved (max 250 words)	Has an Investment Log: Map (ILM) been approved for this project?	When was the ILM approved? (date) (dd/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words)
New metropolitan units	1	11/09/2024 Yes	Yes	06/02/2024		Yes	23/07/2024	
New schools construction (metropolitan various): Kooragang College	1	09/12/2024 Yes	Yes	09/12/2024		Yes	09/12/2024	
New schools construction (metropolitan various): Manning Primary School	1	09/12/2024 Yes	Yes	09/12/2024		Yes	09/12/2024	

Name of the major project (statewide)	Has a Benefits Management Plan (BMP) been approved for this project?	When was the BMP approved? (dd/mm/yyyy) Please explain why a BMP has not been approved (max 250 words).	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as defined in the Business Case, IIR or BMR) that have been realized or are anticipated in the current phase of the project?
New metropolitan units	Yes	27/08/2024	Yes
New schools construction (metropolitan various): Kooragang College	Yes	09/12/2024	Yes
New schools construction (metropolitan various): Manning Primary School	Yes	09/12/2024	Yes

Name of the major project (Metropolitan various)	Does this project have any internal reporting processes showing actual progress for forecast against expected project benefits compared to those decided in the business case, ICB or BMR? Yes	Does this project have a process to recalculate any changes to project benefits (ie described in the business case, ICB or BMR) due to the impact of significant material scope changes? Yes	Do you collect, analyse and use lessons learned as a part of continuous improvement? Yes	Provide a self-assessment of how the project is progressing against scope Green	Please provide the rationale for the ratings you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost Green	Please provide the rationale for the rating you have given for cost (max 250 words).
New metropolitan trains (Statewide)	Yes	Yes	Yes	Green	The planning for this project included managing the complexities of external infrastructure works being delivered by Council and PowerCo. A staggered delivery plan ensures that critical operational scope is delivered within the B44 date.	Green	The project is tracking within the approved TEI funding envelope.
New schools construction (Metropolitan various): Kororo College	Yes	Yes	Yes	Green	The planning for this project included managing the internal site complexities (contaminated site, demolition and extensive site remediation prior to commencing with construction activities) alongside external road construction works being delivered by Council, and the delivery of road infrastructure works being delivered by the Department of Transport and Planning (DTP). A staggered delivery plan ensures that critical scope is delivered within the B44 date.	Green	The project is tracking within the approved TEI funding envelope.

Name of the major project (Metropolitan various) (Statewide)	Provide a self-assessment of how the project is progressing against timelines Green	Please provide the rationale for the rating you have given for timelines (max 250 words)	Provide a rating of how this project is progressing against benefits. Green	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person A/E Deputy Secretary, Network Design & Integration	Entity of the contact person Department of Transport and Planning	Position of the accountable officer (or delegate) Secretary	Name of the entity of the accountable officer (or delegate) Department of Transport and Planning	Date of restriction (if any) (YY)
New schools construction (Metropolitan various): Kooragang College	Green	The project is trading within the BPA date, school (staggered) opening on time for Day 1, Term 1, 2025 with remaining facilities to be completed by Term 2, 2025. External site infrastructure works being delivered by Council are experiencing time-pressure against the original program, however mitigation measures have been implemented and works continue tracking within the BPA date.	Green		A/Executive Director, Major Projects and Property Division	VSB	VSB	VSB	18/09/2025
New schools construction (Metropolitan various): Naraning Primary School	Green	The project is trading within the BPA date, school (staggered) opening on time for Day 1, Term 1, 2025 with remaining facilities to be completed by Term 2, 2025. External infrastructure works being delivered by Boro Council and DTP are delayed against the original program, however mitigation measures have been implemented and these works continue to track within the BPA date.	Green		Director, Major Projects 1	VSB	A/Executive Director, Major Projects and Property Division	VSB	18/09/2025

Name of the major project	Other names this project is known by	Is this project High Value High Risk (HVHR)	Main sector of this project	Project or sub-package	Project description (max 250 words)
New school construction (metropolitan various), Turn 1 P3	Other names this project is known by	Yes	Education and Training	Sub-package	<p>We're building a new P3 school in Werribee South. It will open from Day 1, Term 1, in 2026.</p> <p>Once complete, the school will include:</p> <ul style="list-style-type: none"> - 4 double-storey buildings with: > administration areas and a library > learning neighbourhoods > design, arts, technology and sciences spaces > staff spaces > drama > music > food technology - an oval and playing field - 4 outdoor barcours - outdoor play spaces for different age groups - 2 carparks - a kindergarten (opening in 2027).
New Tarnet railway station (Tarnet)	Davis Road Station/West Tarnet Station	No	Transport	Project/Program	A new station is required to cater for an expected increase in the number of passengers needing to be served at Tarnet due to the rapid population growth in the Wyndham LGA.
New train for Sunbury (metropolitan various)		Yes	Transport	Project/Program	Work began on the Sunbury Line Upgrade in 2019 and included power and signalling upgrades, platform extensions and station accessibility improvements, and upgrades to train stabling at Sunbury, Calder Park and Watergardens. These enhancements are needed to take full advantage of the extra capacity created by the Metro Tunnel and for more modern trains to run on the Sunbury Line.
New Wyndham Law Court Development (Werribee)		Yes	Justice and emergency services	Project/Program	The Wyndham Law Courts reached practical completion on 28 March 2025. The Wyndham Law Courts is located next to the Werribee Police Complex on the newly constructed Basil Road in Werribee. The new facility was built to replace the two courtroom Werribee Law Courts and has been designed to meet the requirements of the Magistrates' Court, the Children's Court and Victorian Civil and Administrative Tribunal now and into the future. The new asset provides 13 courtrooms, four hearing rooms, three mediation suites, chambers, dedicated Elders and Respected Persons spaces, separate circulation pathways, safer waiting areas and 26 day holding custody cells. It also has the capacity to accommodate specialist courts and programs.
Next Generation Trams (metropolitan various)	Next Generation Trams	Yes	Transport	Project/Program	This project will design, build and maintain (DBM) 100 Next Generation Trams (NGT) and construct a train maintenance facility (TMF), stabling yard and enabling works to support the NGTs. NGTs will be facilitating the retirement of older high-floor trams due to their better accessibility and energy efficient features.
North East Link - Primary Package (Tunneels) and State Toll Co (Greenborough); North East Link - Primary Package (Tunneels) and State Toll Co (Greenborough)	North East Link - Primary Package (Tunneels) and State Toll Co (Greenborough); North East Link (from Greenborough); North East Link - Primary Package (Tunneels) and State Toll Co (Greenborough)	Yes	Transport	Project/Program	The North East Link is the largest investment in a road project in Victoria's history. It will complete the missing link in Melbourne's orbital freeway network between an upgraded Eastern Freeway and the M80 Ring Road. The new road will improve traffic flow, reduce travel times, remove non-local traffic from local roads and increase reliability for road users with up to 230,000 vehicles using the freeway daily. It will also deliver improved local facilities like the new Moana Tennis Center, additional community space, Melbourne's first dedicated busway and thousands of new trees.
North East Link (State and Freeway Packages) (Greenborough)	North East Link (State and Freeway Packages) (Greenborough)	Yes	Transport	Project/Program	To be delivered in conjunction with the North East Link - Primary Package (Tunneels), the project involves a major upgrade to the M80 Ring Road, including nearly 15 kilometres of new lanes between Plenty Road and North East Link, a better and more efficient interchange at Grimshaw Street, a multi-deck car park at Watson train station, and new walking and cycling links.
North East Link Connections (Ballieu/Watson)	North East Link (State and Freeway Packages) (Ballieu/Watson); North East Link (State and Freeway Packages) (Greenborough)	Yes	Transport	Project/Program	To be delivered in conjunction with the North East Link - Primary Package (Tunneels), the project includes interface works between the State Tolling Corporation boundary of operations and the adjacent Eastern Freeway upgrade.
Northern Hospital Redevelopment (Epping)	Hospital Infrastructure Delivery Fund (statewide) - A Hospital Plan for our Growing Northern Suburbs	Yes	Health and human services	Project/Program	Funding is provided to redevelop the Northern Hospital with a new emergency department including a dedicated paediatrics zone, a mental health, alcohol and other drugs hub and additional in-patient beds. Investment will be made in key site infrastructure supporting the expanded hospital including engineering services, improvements to hospital entrances, car parks and nearby roadways and refurbishment of the existing hospital. This initiative contributes to the delivery of the Government's election commitment, 'A Hospital Plan for our growing Northern suburbs' as published in Labor's Financial Statement 2022. This initiative contributes to the Department of Health's Admitted Services output.

Name of the major project (New roads construction - metropolitan various; Yurri P9)	Region type Metropolitan	LEA location Wyndham	State funding 366,351,267	Australian Government funding 0	Other funding (private/philanthropic/charity) 0	Responsible entity Department of Education	Delivery entity Department of Education	Number of government or minister approved scope changes throughout the life of the project 0	MPPR 2024 value 0	Has a change in scope impacted the project's PE since the last survey attention date? 0/No	Describe the scope change(s) that affected the PE None	Has a change in scope impacted the project's completion date since the last survey attention date? None	Describe the scope change(s) that affected the completion date None
New Tarnet railway station (Tarnet)	Metropolitan	Wyndham	163,406,000	0	0	Department of Education	Victorian Infrastructure Delivery Authority	1	0/No	No			
New rail for Sunbury (metropolitan various)	Metropolitan	Brimbank Hume Maribyrnong Melbourne Melton	1,735,338,000	0	0	Victorian Rail Track (V/CTracks)	Victorian Infrastructure Delivery Authority	0	0/No	No			
New Wyndham Law Court Development (Werribee)	Metropolitan	Wyndham	274,926,000	0	0	Court Services Victoria	Court Services Victoria	1	1				
New Generation Trams (metropolitan various)	Metropolitan	Maribyrnong Melbourne Moonee Valley	1,489,843,000	0	0	Victorian Rail Track (V/CTracks)	Department of Transport and Planning	1	4/No	No			
North East Link - Primary Package (Tunney and State Colling Corporation (Greenborough))	Metropolitan	Banyule Boroondara Manningham Melbourne Whitehorse Yarra City	13,066,952,842	937,047,338	0	State Tolling Corporation	Victorian Infrastructure Delivery Authority	2	2/No	No			
North East Link - State and Freeway Packages) M80 Ring Road Upgrade (Greenborough)	Metropolitan	Banyule Boroondara Manningham Melbourne Whitehorse Whittlesea Yarra City	2,548,070,545	1,276,339,455	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0/No	No			
North East Link Connections (Ballier Watson)	Metropolitan	Banyule Boroondara Manningham Melbourne Whitehorse Yarra City	1,760,334,440	881,721,260	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0/No	No			
Northern Hospital Redevelopment (Epping)	Metropolitan	Whittlesea	812,500,000	0	0	Department of Health	Victorian Infrastructure Delivery Authority	0	0/No	No			

Name of the major project	What stage is this project currently in?	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
New schools construction (metropolitan various); Turin construction P9	In delivery/under construction	Yes	09/12/2024	Yes	09/12/2024	Yes	09/12/2024	Yes	09/12/2024	No		No		
New Tarnet railway station (Tarnet)	Early works/pre-procurement	No		No		No		No		No		No		
New rail for Sunbury (metropolitan various)	Practical completion	No		Yes	18/01/2018	Yes	30/11/2018	Yes	19/08/2019	No		No		
New Wyndham Law Court Development (Werribee)	Practical completion	Yes	01/12/2017	Yes	01/12/2017	Yes	14/04/2022	Yes	03/09/2022	Yes		49932		
New Generation Trams (metropolitan various)	In delivery/under construction	Yes	01/08/2018	Yes	01/02/2019	Yes	05/10/2021	Yes	17/02/2022	No		No		
North East Link - Primary Package (Tunsted and State College Corporation (Greenborough))	In delivery/under construction	Yes	15/12/2017	Yes	15/12/2017	Yes	30/08/2019	No		No		No		
North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Greenborough)	In delivery/under construction	Yes	15/12/2017	Yes	15/12/2017	Yes	08/03/2020	Yes	03/08/2023	No		No		
North East Link Connections (Ballier/Watsons)	In delivery/under construction	Yes	15/12/2017	Yes	15/12/2017	Yes	18/03/2022	Yes	03/08/2023	No		No		
Northern Hospital Redevelopment (Epping)	In delivery/under construction	Yes	06/04/2023	Yes	08/04/2023	Yes	05/09/2024	No		No		No		

Name of the major project	How many DTP Project Assurance Reviews (PARs) have been conducted for this project?	Most recent PAR completion date (dd/mm/yyyy)	Does this project have a business case?	When was the business case approved (dd/mm/yyyy)	Please explain why a business case has not been approved (max 250 words)	Has an Investment Log: MIP (I) been approved for this project?	When was the ILM approved (dd/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words)
New Eidos construction - Metropolitan various; Turin P3	1	09/12/2024	Yes	09/12/2024		Yes	09/12/2024	
New Tarnet railway station (Tarnet)	None		No		Funding submission approved. No business case available. DTP funding process and governance applies	No		Not yet but intended
New railnet for Sunbury (metropolitan various)	None		Yes	27/05/2019		Yes	27/05/2019	
New Wyndham Law Court Development (Werribee)	1	04/09/2023	Yes	24/11/2020		Yes	24/11/2020	
Next Generation Trams (metropolitan various)	1	22/11/2024	Yes	01/02/2020	Estimated date it was approved for 2020-21 Budget process, below dates aligned to above.	Yes	01/02/2020	
North East Link - Primary Package (Tunsted and State Calling Corporation (Greenborough))	3	28/11/2023	Yes	15/12/2017		Yes	01/10/2018	
North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Greenborough)	None		Yes	01/10/2018		Yes	01/10/2018	
North East Link Connections (Buller/Watson)	None		Yes	01/10/2018		Yes	01/10/2018	
Northern Hospital Redevelopment (Epping)	None		Yes	30/01/2023		Yes	30/01/2023	

Name of the major project New school construction (metropolitan various), Huron PS	Has a Benefits Management Plan (BMP) been approved for this project? Yes	When was the BMP approved (dd/mm/yyyy) 09/12/2024	Please explain why a BMP has not been approved (max 250 words).	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business case, IUI or BMP) that have been realized or are anticipated in the current phase of the project? Yes
New Tarnet railway station (Tarnet)	No		Awaiting approval	Yes
New train for Sunbury (metropolitan various)	Yes	27/05/2018		Yes
New Wyndham Law Court Development (Werribee)	Yes	24/11/2020		Yes
Next Generation Trams (metropolitan various)	Yes	01/02/2020		Yes
North East Link - Primary Package (Tunsted and State Gaming Corporation (Greenborough))	Yes	01/10/2018		Yes
North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Greenborough)	Yes	01/10/2018		Yes
North East Link Connections (Buller/Watson)	Yes	01/10/2018		Yes
Northern Hospital Redevelopment (Epping)	Yes	30/01/2023		Yes

Name of the major project New station construction (metropolitan various); Hurm P3	Does this project have any internal reporting processes showing actual progress for forecasts against expected project benefits compared to those included in the business case, LHM or BMR? Yes	Does this project have a process to recalculate any changes to project benefits (ie embedded in the business case, LHM or BMR) due to the impact of significant material scope changes? Yes	Do you collect, analyse and use lessons learned as a part of continuous improvement? Yes	Provide a self-assessment of how the project is progressing against scope Green	Please provide the rationale for the ratings you have given for scope (max 250 words). The planning for this project included managing the complexities of land acquisition and infrastructure works and services being delivered by Development Victoria and DTP. A staged delivery plan ensures that critical scope is delivered within the BCR date.	Provide a self-assessment of how the project is progressing against cost Green	Please provide the rationale for the rating you have given for cost (max 250 words). The project is tracking within the approved VCI funding envelope.
New Tarnet railway station (Tarnet)	Yes	No	No	Green		Green	
New train for Sunbury (metropolitan various)	Yes	Yes	Yes	Green		Green	
New Wyndham Law Court Development (Werribee)	Yes	Yes	Yes	Green		Green	
New Generation Trams (metropolitan various)	Yes	Yes	Yes	Green		Green	
North East Link - Primary Package (Tunsted and State Coring Corporation (Greenborough))	No	Yes	Yes	Green		Green	
North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Greenborough)	No	Yes	Yes	Green		Green	
North East Link Connections (Ballierly Watson)	No	Yes	Yes	Green		Green	
Northern Hospital Redevelopment (Epping)	Yes	Yes	Yes	Green		Green	

Name of the major project	Provide a self-assessment of how the project is progressing against timelines	Provide a rating of how this project is progressing against benefits	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Date of latest status update (or primary) (dd/mm/yyyy)
New schools construction (metropolitan various), Turin P3	Green	Green	The project is being within the EPA date, school plans opening on time to July 21 term 2025. All schools are on track to complete by Term 3 2027. External site infrastructure works being delivered by DTP and DV are delayed against the original program. However mitigation measures have been implemented to ensure works continue tracking within the EPA date.	A/Executive Director, Major Projects and Property Division	VSA	18/09/2025
New Tarnet railway station (Tarnet)	Green	N/A	The Benefits Management Plan is yet to be developed.	Senior Manager, Assurance	VIDA Rail	13/10/2025
New train for Sunbury (metropolitan various)	Green	Green		Chief Operating Officer	VIDA Metro	16/09/2025
New Wyndham Law Court Development (Werribee)	Green	Green	In response to the 'provide a rating of how this project is progressing against benefits' question in the VAGO MIPR 2024 survey response, CSJ provided a self-assessed rating of 'Amber' due to the government decision to defer the recurrent output funding for VTC operations in the 2024-25 State Budget. CSJ's self-assessment for the VAGO MIPR25 survey response has been upgraded to 'Green' due to the approval of recurrent output funding for VTC operations in the 2025-26 State Budget.	Executive Director, Major Projects	Court Services Victoria	15/09/2025
New Generation Trains (metropolitan various)	Green	Green		AG Deputy Secretary, Network Design & Integration	Department of Transport and Planning	18/09/2025
North East Link - Primary Package (Tunnels and State Tolling Corporation (Geelong/Geelong))	Green	Amber	Following the recent award of the final freeway packages, the current BMP will be updated to reflect current scope of the project.	Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	17/09/2025
North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Geelong/Geelong)	Green	Amber	Following the recent award of the final freeway packages, the current BMP will be updated to reflect current scope of the project.	Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	17/09/2025
North East Link Connections (Ballier/Watson)	Green	Amber	Following the recent award of the final freeway packages, the current BMP will be updated to reflect current scope of the project.	Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	17/09/2025
Northern Hospital Redevelopment (Epping)	Green	Green		Senior Executive Director, Health Capital Program	VIDA Health	15/09/2025

Name of the major project	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in MPPR	Approved total estimated investment (TEI) as per MPPR 2022-26, or Budget Allocation, as allocated by entity	MPPR 2024 TEI	Original TEI	Actual expenditure to date (as per MPPR 2022-26)	Estimated completion date as per MPPR 2024	Original estimated completion date	Project status as per MPPR 2022-26	Notes
Royal Brompton Gardens (Golfing)	Yes	2021	405,100,000	415,000,000	141,200,000	362,332,740	Q4 2025-2026	Q4 2025-2026	Existing	The TEI has increased by \$24,205 million due to additional Commonwealth Government funding associated with the Commonwealth Infrastructure Investment Program Strategic Review. The TEI is funded by \$415,700 million of Commonwealth Government funding.
Pakenham Roads Upgrade (Pakenham)	Yes	2023	415,700,000	417,000,000	391,495,000	293,118,139	Q3 2026-2027	Q3 2026-2027	Existing	The TEI has increased by \$24,205 million due to additional Commonwealth Government funding associated with the Commonwealth Infrastructure Investment Program Strategic Review. The TEI is funded by \$415,700 million of Commonwealth Government funding.
Parkville Precinct Redevelopment (Parkville)	Yes	2023	2,338,000,000	233,800,000	2,338,000,000	102,650,000		Q4 2031-2032	Existing	The project name has changed from 'Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital' when it was published in the 2024-25 Budget.
Regional Housing Fund (Regional)	Yes	2024	748,301,000	701,000,000	701,000,000	101,007,000	Q4 2027-2028	Q4 2027-2028	Existing	The TEI has increased by \$47,301 million due to budgeted amounts being reclassified as capital instead of operating expenditure, in line with accounting standards.
Regional Rail Revival - Geppoland Line Upgrade Stage 1 (Regional various)	Yes	2018	872,184,000	873,000,000	435,000,000	638,760,000	Q3 2025-2026	Q4 2022-2022	Existing	The TEI has increased by \$309,520 million due to market escalation and complex signalling implementation. The estimated completion date has been revised to quarter 3 2025-26 in line with a revised project schedule. The TEI includes \$737,848 million of Commonwealth Government funding.
Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton)	Yes	2020	408,172,000	414,000,000	400,000,000	319,834,000		Q4 2023-2024	Existing	The TEI has increased by \$8,802 million due to \$14,200 million increase as a result of market escalation and complex signalling implementation, offset by \$5,398 million decrease relating to expenditure being reclassified as operating instead of capital in line with accounting standards. The estimated completion date is to be confirmed when the coordination and scheduling of signalling works are finalised. The TEI includes \$331,360 million of Commonwealth Government funding.
Regional Rail Revival - Werriambool Line Upgrade - Stage 2 (Regional various)	Yes	2020	265,844,000	281,070,000	260,000,000	215,863,000	Q4 2025-2026	Q1 2024-2025	Existing	The TEI has increased by \$16,226 million due to \$19,820 million increase as a result of market escalation and complex signalling implementation, offset by \$3,594 million decrease relating to expenditure being reclassified as operating instead of capital in line with accounting standards. The estimated completion date has been revised to quarter 4 2025-26 in line with a revised project schedule. The TEI includes \$224,856 million of Commonwealth Government funding.
Regional Rail Revival - Warm Ponds Track Duplication - Stage 2 (Regional various)	Yes	2020	899,979,000	933,600,000	899,200,000	846,100,000	Q4 2024-2025	Q2 2024-2025	Completed	The TEI has increased by \$33,621 million due to market escalation and complex signalling implementation. The TEI includes \$788,099 million of Commonwealth Government funding.
Road B16 (statewide) - Berracool Road / Childs Five Way Road / Portersons Road Intersection Upgrade	No	2025	100,000,000			0			New	The TEI includes \$1,000 billion of Commonwealth Government funding. The estimated cash flows and completion date will be disclosed following further project development activities.
Road B16 (statewide) - Calder Park Drive Upgrade	No	2025	300,000,000			0			New	The TEI includes \$1,000 billion of Commonwealth Government funding. The estimated cash flows and completion date will be disclosed following further project development activities.

Name of the major project	Other names this project is known by	Is this project High Value High Risk (HVHR)	Main sector of this project	Project or sub-package	Project description (max 250 words)
Royal Banyu Geelong Convention and Event Centre (Geelong)	Royal Banyu Geelong Convention and Event Centre (Geelong); Geelong Convention and Exhibition Centre (GCEC) (regional)	Yes	Culture, sport and community	Project/Program	The project comprises Royal Banyu and the commercial developments in the Project precinct. [Royal Banyu includes] - construction of the purpose-built convention and event space for 2000 people with 1000 seats, 1000sqm of exhibition space, 1000sqm of meeting space, 1000sqm of lounge space, 1000sqm of bar space, 1000sqm of food and beverage service area and a large LED screen to allow the screening of films and sporting events. • a range of food & beverage offerings to activate the social atmosphere when events are not being held. • underground car parking of at least 200 spaces. • 4 full-service buildings and facilities management services. The Victorian Government has appointed the Victorian Convention and Exhibition Trust (VCET) as the operator. [The commercial developments forming part of the Project's precinct include] • a 200 room Crowne Plaza hotel, including additional food & beverage offerings. • additional retail offerings. • a mixed-use commercial development.
Pakenham Roads Upgrade (Pakenham)	None	Yes	Transport	Project/Program	The project is expected to include the duplication of Racecourse Road between the Princes Freeway and Henry Street in Pakenham, and the upgrade of the McGregor Road and Racecourse Road interchanges. This includes the signalisation of Blair Hill Road, an upgrade of the Princes Freeway overpass, upgrading the McGregor Road interchange with the Pakenham bypass, new freeway ramps and the widening of McGregor Road between the northern freeway roundabout and Webster Way. • Work Package 1: Princes freeway interchange. • Work Package 2: McGregor Road Upgrade. • Work Package 3: Racecourse Road Upgrade.
Parkville Precinct Redevelopment (Parkville)	Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Ardery Parkville).	Yes	Health and human services	Project/Program	The program involves the staged redevelopment and expansion of the Royal Melbourne Hospital and Royal Women's Hospital. Stage one has been funded by government and includes decommissioning and demolition of the Materiel Handling Building to unlock the site, followed by construction of the new Western Building. The new Western Building will accommodate the new private hospital, public hospital services and complementary services. Stage two (not yet funded) involves the demolition of additional buildings to enable construction of the new Royal Melbourne Hospital Clinical Services Tower. The project will also review the Royal Park campus redevelopment options following the government's decision not to proceed with the Alden hospital campus.
Regional Housing Fund (regional)	None	Yes	Health and human services	Project/Program	The \$1 billion Regional Housing Fund includes the delivery of over 1,300 new homes across regional Victoria. Announced in August 2023, the new homes will include a mix of social and affordable housing, and will involve close collaboration with councils, regional partnerships, and local communities to determine the appropriate mix of stock and locations for each region.
Regional Rail Revival - Gippsland Line Upgrade Stage 1 (regional various)	Regional Rail Revival - Gippsland Line Upgrade Stage 1 (regional various);	Yes	Transport	Project/Program	The project scope includes: - Second platforms and station amenity works at Bunyip, Longwarry, Morwell and Traralgon stations. - Track duplication at Bunyip and Longwarry. - Extension of Morwell crossing loop. - Level crossing upgrades. - Signalling upgrades. - Drainage structure upgrades along the line. - The project has already delivered significant benefits to passengers, allowing Vocity trains to travel to Baimadale for the first time and delivering a new rail bridge over the Aon River in Sturtford allow trains to travel faster in late 2020. Major construction of upgrades to Bunyip, Longwarry, Morwell and Traralgon stations is complete. The Gippsland Line Upgrade is delivering a new signalling system for the line, which will enable additional services and future-proof the line. Work on the commissioning strategy is being coordinated with the Victorian Government's massive investment around Pakenham to minimise disruption to Gippsland Line passengers.
Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton)	Regional Rail Revival - Shepparton line Upgrade - Stage 3 (Shepparton);	Yes	Transport	Project/Program	Stage 3 of the Shepparton Line Upgrade includes: - Signalling upgrades between Seymour and Shepparton to enable nine weekday return services. - Expanded stabling for Vocity trains to support more services. - Track upgrades between Seymour and Shepparton to enable trains to travel faster. - Stage 3 of the Shepparton Line Upgrade will deliver signalling upgrades which will enable line return services on weekdays for Shepparton, Mooroolbarna, Murchison East and Nigambie. - It will include track speed upgrades between Seymour and Shepparton to enable trains to travel faster, and an extension of the stabling facility being delivered as part of Stage 2. - The track and signalling upgrades will enhance the benefits of Stage 2 of the Shepparton Line Upgrade.
Regional Rail Revival - Warrambool Line Upgrade - Stage 2 (regional various)	Regional Rail Revival - Warrambool Line Upgrade - Stage 2 (regional various);	No	Transport	Project/Program	Stage 2 of the Warrambool Line Upgrade will allow the introduction of modern Vocity trains on the line, boosting safety and reliability and providing more comfortable passenger journeys. Works include upgrades to train detection technology at more than 50 level crossings and stabling upgrades at Warrambool Station. At the end of the project, all public level crossings on the Warrambool Line will have full protection, including boom gates, bells and flashing lights.
Regional Rail Revival - Waurn Ponds Track Duplication - Stage 2 (regional various)	Regional Rail Revival - Waurn Ponds Track Duplication - Stage 2 (regional various);	No	Transport	Project/Program	The South Geelong to Waurn Ponds Duplication is part of the staged upgrade of the Geelong Line and a critical step in delivering more frequent and reliable services. The South Geelong to Waurn Ponds Duplication includes: - Duplicating around 8km of track between South Geelong and Waurn Ponds. - Upgrades at South Geelong and Marshall stations featuring second platforms and accessible pedestrian overpasses. - Removal of the level crossings at Fyans Street and Surf Coast Highway. - Signalling upgrades between South Geelong and Waurn Ponds. - A business case to determine the infrastructure required to deliver even more services, including upgrades to the rail tunnel between Geelong and south Geelong and the rail line over the Barwon River.
Road B16 (state wide) - Benwood Road / Clyde-Five Way Road / Pattersons Road Intersection Upgrade	None	No	Transport	Sub-package	Remove roundabout and signalise the intersection of Benwood, Craibourne Road/Clyde-Five Way Road/Pattersons Road, Clyde North
Road B16 (state wide) - Calder Park Drive Upgrade	None	Yes	Transport	Sub-package	Construct a new interchange between the Calder Freeway and Calder Park Drive, Calder Park

Name of the major project	Region type	LGA location	State funding	Australian Government funding	Other funding (private/philanthropic or state)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPPR 2024 value	Has a change in scope impacted the project's FD since the last survey assessment date?	Describe the scope change(s) that affected the FD	Has a change in scope impacted the project's completion date since the last survey assessment date?	Describe the scope change(s) that affected the completion date
Royal Brompton Geelong (Geelong)	Regional	Greater Geelong	445,100,000	30,000,000	3,000,000	Department of Jobs, Skills, Industry and Regions	Department of Jobs, Skills, Industry and Regions	1	1	No		No	
Pakenham Roads Upgrade (Pakenham)	Metropolitan	Cardinia	0	415,700,000	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	No		No	
Parkville Precinct Redevelopment (Parkville)	Metropolitan	Melbourne	2,338,000,000	0	0	Department of Health	Victorian Infrastructure Delivery Authority	1	1	No		Yes	Removal of Arden Hospital campus site. The completion date has been published as 'b/c' in BPA 2024-25, and it is being re-evaluated due to the project now progressing at a single site in Parkville.
Regional Housing Fund (Regional)	Regional		748,301,000	0	0	Homes Victoria	Homes Victoria	0	0	No		No	
Regional Rail Revival – Gippsland Line Upgrade Stage 1 (Regional various)	Statewide	Raw Bay Cardinia East Gippsland Latrobe Wellington	134,335,000	737,848,000	0	Victorian RailTrack (V/CTracks)	Victorian Infrastructure Delivery Authority	0	0	No		No	
Regional Rail Revival – Shepparton Line Upgrade – Stage 3 (Shepparton)	Regional	Greater Shepparton	768,12,000	331,360,000	0	Victorian RailTrack (V/CTracks)	Victorian Infrastructure Delivery Authority	1	1	No		No	
Regional Rail Revival – Warrambool Line Upgrade – Stage 2 (Regional various)	Regional	Colac Otway Condamine Greater Geelong Moyne Surf Coast Warrambool	40,980,000	24,856,000	0	Victorian RailTrack (V/CTracks)	Victorian Infrastructure Delivery Authority	0	0	No		No	
Regional Rail Revival – Warrambool Line Upgrade – Stage 2 (Regional various)	Regional	Greater Geelong	114,880,000	788,299,000	0	Victorian RailTrack (V/CTracks)	Victorian Infrastructure Delivery Authority	0	0	No		No	
Road B14 (statewide) – Bayside – Calder Highway / Chids Five Major Road / Porters Road Intersection Upgrade	Metropolitan	Casey	16,670,000	83,330,000	0	Department of Transport and Planning	Department of Transport and Planning	0	0				
Road B14 (statewide) – Calder – Park Drive Upgrade	Metropolitan	Brimbank	50,000,000	250,000,000	0	Department of Transport and Planning	Department of Transport and Planning	0	0				

Name of the major project	What stage is this project currently in	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Royal Bungal Grounds (Geelong)	In delivery/under construction	No		No		Yes	30/09/2022	No		No		No		
Pakenham Roads Upgrade (Pakenham)	In delivery/under construction	Yes	17/09/2021	Yes	17/09/2021	Yes	01/09/2025	Yes	01/09/2025	No		No		
Parville Precinct Redevelopment (Parville)	Early works/pre-procurement	Yes	01/03/2022	Yes	01/03/2022	No		No		No		No		
Regional Housing Fund (regional)	In delivery/under construction	No		No		No		No		No		No		
Regional Rail Revival – Gippsland Line Upgrade Stage 1 (regional various)	In delivery/under construction	Yes	01/12/2018	Yes	01/12/2018	Yes	16/09/2019	Yes	31/07/2020	No		No		
Regional Rail Revival – Shepparton Line Upgrade – Stage 3 (Shepparton)	In delivery/under construction	Yes	25/03/2021	Yes	25/03/2021	Yes	10/02/2022	Yes	09/09/2022	No		No		
Regional Rail Revival – Warrambool Line Upgrade – Stage 2 (regional various)	In delivery/under construction	Yes	04/01/2017	Yes	04/01/2017	Yes	14/12/2018	Yes	16/08/2019	Yes	12/02/2021	No		
Regional Rail Revival – Warrambool Line Upgrade – Stage 2 (regional various)	Practical completion	Yes	21/12/2017	Yes	21/12/2017	Yes	30/04/2021	Yes	06/01/2021	No		No		No
Road BITE (statewide) – Road 4 – Calder / Chils Five Major Road/ Patterson Road Intersection Upgrade	Feasibility study/planning	No		Yes		No		No		No		No		
Road BITE (statewide) – Calder Park Drive Upgrade	Business case development	Yes	21/07/2022	Yes	21/07/2022	No		No		No		No		

Name of the major project	How many DTf Project Assurance Reviews (PARs) have been conducted for this project?	Most recent (date) completion date (dd/mm/yyyy)	Does this project have a business case?	When was the business case approved (dd/mm/yyyy)	Please explain why a business case has not been approved (max 250 words).	Has an Investment Logic Map (ILM) been approved for this project?	When was the ILM approved? (dd/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words).
Royal Brompton Hospital (Greening)	None	29/11/2021	Yes	29/11/2021		Yes	29/11/2021	
Pakenham Roads Upgrade (Pakenham)	None	08/04/2022	Yes	08/04/2022		Yes	08/04/2022	
Parkville Precinct Redevelopment (Parkville)	1	17/07/2025	Yes	30/01/2022		Yes	30/01/2022	
Regional Housing Fund (regional)	None		No		In consultation with DTf, the RHF undertook development of an implementation plan, that was approved by HEC. DTf require SHAP, RHF and B18 to follow the framework outlined within the approved Housing Delivery Project Assurance Plan (PAP).	No		In consultation with DTf, the RHF has not developed an investment logic map, aligned to the housing delivery PAP.
Regional Rail Revival – Gippsland Line Upgrade Stage 1 (regional various)	1	09/03/2023	Yes	25/02/2019		Yes	25/02/2019	
Regional Rail Revival – Shepparton Line Upgrade – Stage 3 (Shepparton)	None		Yes	31/03/2021		Yes	31/03/2021	
Regional Rail Revival – Werriambool Line Upgrade – Stage 2 (regional various)	1	12/07/2024	Yes	31/03/2021		Yes	31/03/2021	
Regional Rail Revival – Warrnambool Line Upgrade – Stage 2 (regional various)	None		Yes	01/05/2018		Yes	01/05/2018	
Road B18 (statewide) – Calder Park Drive / Childs Five Major Road / Patterson Road Intersection Upgrade	None		No		This project was announced in March 2025. A business case is being developed by MRPV.	No		An ILM will be developed as part of business case development.
Road B18 (statewide) – Calder Park Drive Upgrade	None		No		A draft business case was developed by MRPV for Calder Park Drive upgrade project in 2022. MRPV is currently reviewing and updating the business case. Business case will be submitted for government approval.	No		The ILM for Calder Park Drive upgrade project is embedded in the draft business case. Business case will be submitted for government approval.

Name of the major project	Has a Benefits Management Plan (BMP) been approved for this project?	When was the BMP approved (dd/mm/yyyy)	Please explain why a BMP has not been approved (max 250 words)	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business Case, IIR or BMP) that have been realised or are anticipated in the current phase of the project?
Royal Brompton Station (reopening)	Yes	29/11/2021		No
Pakenham Roads Upgrade (Pakenham)	Yes	08/04/2022		Yes
Parkville Precinct Redevelopment (Parkville)	Yes	30/01/2022		Yes
Regional Housing Fund (regional)	No		The beneficiary realisation plan is under development by DSIR across the whole of the Regional Package (Sz Jilani). Homes Victoria will input into the process and, post finalisation, will track the RHF components when the plan is approved.	Yes
Regional Rail Revival – Gepp Road Line Upgrade Stage 1 (regional various)	Yes	01/07/2020		Yes
Regional Rail Revival – Shepparton Line Upgrade – Stage 3 (Shepparton)	Yes	31/09/2021		Yes
Regional Rail Revival – Werriambool Line Upgrade – Stage 2 (regional various)	Yes	31/09/2021		Yes
Regional Rail Revival – Warrnambool Line Upgrade – Stage 2 (regional various)	Yes	01/05/2018		Yes
Road B112 (state wide) – Calder Park Drive / Chids Eke Major Road / Porters Road Intersection Upgrade	No		A BMP will be developed as part of business case development.	No
Road B112 (state wide) – Calder Park Drive Upgrade	No		The BMP for Calder Park Drive upgrade project is embedded in the draft business case. Business case will be submitted for government approval.	Yes

Name of the major project	Does this project have any internal reporting processes showing actual progress (or forecast) against expected project benefits compared to those described in the business case, LUP or BMR?	Does this project have a process to recalculate any changes to project benefits (ie embedded in the business case, LUP or BMR) due to the impact of significant material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Please provide the rationale for the rating you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Royal Brompton Hospital Renovations and Event Centre (Geelong)	Yes	No	Yes	Green	There have been no material changes to project scope.	Green	Approved by State Quantity Surveyor, MBM.
Pakenham Roads Upgrade (Pakenham)	Yes	Yes	Yes	Green	As a typical on projects of this size and complexity, a number of minor modifications, aimed at improving technology and adjusting design to address the future operator's (VCEI) operational requirements, have been approved by project governance through the design development process. Modifications arise where the design, technology or fit-out requirements fall outside of FSDR (Project Specifications and Design Requirements) under the Project Deed but within project tolerances. Development Victoria regularly report to the project governance on all known potential changes (to become Modifications) and associated costs.	Green	
Parkville Precinct Re-development (Parkville)	Yes	Yes	Yes	Amber	Project scope is being reviewed to ensure alignment with strategic, clinical priorities and effective delivery of services for patients on the Parkville campus, noting the current market challenges with private hospital operators.	Green	
Regional Housing Fund (regional)	Yes	Yes	Yes	Green	Program is on track to deliver scope.	Green	Program is on track to deliver within the funding envelope.
Regional Rail Revival – Geopland Line Upgrade Stage 1 (regional various)	Yes	Yes	Yes	Green		Green	
Regional Rail Revival – Shepparton Line Upgrade – Stage 3 (Shepparton)	Yes	Yes	Yes	Green		Green	
Regional Rail Revival – Warrambool Line Upgrade – Stage 2 (regional various)	Yes	Yes	Yes	Green		Green	
Regional Rail Revival – Ponds Track Duplication – Stage 2 (regional various)	Yes	Yes	Yes	Green		Green	
Road B16 (state wide) – Bass Strait Road / Chiefs-Eve Major Road / Porterons Road Intersection Upgrade	No	Yes	Yes	Green		Green	
Road B16 (state wide) - Calder Park Drive Upgrade	No	Yes	Yes	Green		Green	

Name of the major project	Provide a self-assessment of how the project is progressing against timelines	Please provide the rationale for the rating you have given for timeline (max 250 words)	Provide a rating of how this project is progressing against benefits	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of latest report (or expiry)
Royal Brompton Centre (Geelong)	Green	No change to technical (2.7 April 2025) and commercial acceptance (22 May 2025) dates.	Green	Updates to the benefits framework are underway in collaboration with VCEIT. The current benefits framework will be updated to the new DTE High Value High Risk Gateway review in 2026 along with an updated Benefits Realisation plan. In revising the Benefits Realisation Plan, RDV is engaging with DSERS, Design and Evaluation team in order to ensure that the update document aligns to best practice. A Precinct Activation Advisory Group has been established (TRC can be provided upon request), that will formally take carriage of benefits reporting in the operational phase - this will be noted in the Benefits Realisation Framework.	Director, Priority Projects	Regional Development Victoria	Chief Executive of Regional Development Victoria	Regional Development Victoria	17/09/2025
Pakenham Roads Upgrade (Pakenham)	Green		Green		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2025
Parville Precinct Redevelopment (Parville)	Green		Green		Senior Executive Program Director, Parville Precinct Redevelopment	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Regional Housing Fund (regional)	Green	Program is on track to deliver within the approved schedule.	N/A	The benefit realisation plan is under development by DSRR across the whole of the Regional Package (\$2 billion). Homes Victoria will input into this process and post finalisation, will track the RHF components when the plan is approved.	Director, Enterprise & Portfolio Governance	Homes Victoria	Chief Executive Officer	Homes Victoria	25/09/2025
Regional Rail Revival - Geopland Line Upgrade Stage 1 (regional various)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Regional Rail Revival - Werriambool Line Upgrade - Stage 2 (regional various)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Regional Rail Revival - Warrnambool Line Upgrade - Stage 2 (regional various)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Road B16 (state wide) - Calder Road / Childs Five Major Road / Portersons Road Intersection Upgrade	Green		N/A		AG Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
Road B16 (state wide) - Calder Park Drive Upgrade	Green		N/A		AG Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025

Name of the major project	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in MPPR	Approved total estimated investment (TEI) as per MPPR 2022-26, or Budget Allocation, as attested by entity	MPPR2024 TEI	Original TEI	Actual expenditure to date as per MPPR 2022-26	Estimated completion date as per MPPR 2024	Original estimated completion date	Project status as per MPPR 2022-26	Footnote from MPPR 2022-26
Road B11c (statewide) - Michael Street Intersection Upgrade	No	2025	125,000,000			0			New	The TEI includes \$1,000 billion of Commonwealth Government funding. The estimated cash flows and completion date will be disclosed following further project development activities.
Road B11c (statewide) - Mecklenham Road Upgrade - Stage 2	No	2025	250,000,000			0			New	The TEI includes \$1,000 billion of Commonwealth Government funding. The estimated cash flows and completion date will be disclosed following further project development activities.
Road B11c (statewide)	No	2025	12,000,000,000 (125,000,000)*			0			New	The TEI includes \$1,000 billion of Commonwealth Government funding. The estimated cash flows and completion date will be disclosed following further project development activities.
Road B11c to Get Families Home Sooner and Safer (statewide)	Yes	2023	767,550,000	673800000	674,000,000	81,681,331 (Q1 2028-2029)	Q4 2028-2029	Q4 2028-2029	Existing	The TEI has increased by 692,760 million due to \$ 208,183 million additional Commonwealth Government funding. The TEI includes \$54,729 million additional funding to additional road works, offset by an \$18,000 million decrease following further scoping of the program and a decrease of \$1,911 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The TEI includes \$357,577 million of Commonwealth Government funding. This initiative is part of Labor's Financial Statement 2022.
Social Housing Accelerator Program (statewide)	Yes	2024	480,000,000	463340000	463,343,000	134,873,000 (Q1 2027-2028)	Q4 2027-2028	Q4 2027-2028	Existing	The TEI has increased by \$16,665 million due to budgeted amounts being reclassified as capital instead of operating expenditure, in line with accounting standards.
South Dymon Train Maintenance Facility Stage 2 (statewide)	Yes	2023	296,755,000	296755000	296,755,000	174,779,000 (Q1 2026-2027)	Q1 2026-2027	Q4 2025-2026	Existing	The TEI includes \$27,000 million contribution from the Knox City Council.
State Basketball Centre redevelopment (Foot)	Yes	2022	128,659,000	12,8690000	128,449,000	128,699,000 (Q1 2024-2025)	Q1 2024-2025	Q1 2023-2024	Completed	
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	Yes	2019	212,257,000	2,053,000	74,300,000	102,468,052 (Q1 2025-2026)	Q4 2025-2026	Q4 2022-2023	Existing	The TEI has increased by \$1,226 million to reflect revised project costs. The project was previously published in the 2024-25 Budget as Completed. However, the estimated completion date has been revised to quarter 4 2025-26 to reflect timing of land acquisitions.
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	Yes	2021	2,371,618,000	25,000,000	2,100,000,000	1,946,800,000 (Q1 2025-2026)	Q3 2025-2026	Q4 2024-2025	Existing	The Suburban Rail Loop East is expected to cost between \$30,000 billion - \$34,500 billion and is targeting delivery by 2035. The expected cost includes \$3,610 billion (GST exclusive) for the South contract from Cheltenham to Glen Waverley, and \$1,710 billion (GST exclusive) for the Tumele North contract between Glen Waverley and Box Hill. Contract award for the Linewide package to deliver, operate and maintain trains and systems for SRL East is expected in 2025. The TEI, estimate expenditure and estimated completion date will be disclosed following the procurement of the remaining main works packages. The TEI includes \$2,200 billion of Commonwealth Government funding for land acquisition and early works.
Suburban Rail Loop East - Main Works (metropolitan various)	Yes	2022	30,700,000,000	307,000,000	30,700,000,000	3,076,200,000	Q2 2032-2036	Q2 2032-2036	Existing	
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Yes	2018	3,318,491,000	252,900,000	2,268,800,000	2,609,880,000 (Q1 2028-2029)	Q2 2025-2026	Q2 2022-2023	Existing	The TEI has increased by \$795,487 million due to the addition of the Van Year Road Upgrade - Stage 2 initiative, as well as market escalation and utility relocation costs. The estimated completion date has been revised to quarter 4 2028-29 in line with a revised project schedule. The TEI includes \$4,577.369 million of Commonwealth Government funding.
Sunshine Station Masterplan (Sunshine)	Yes	2023	TBC			0			Existing	The TEI, estimated expenditure and estimated completion date of the Sunshine Station Masterplan will be disclosed as part of further development of the Sunshine Station Superhub procurement process.

Name of the major project	Other names this project is known by	Is this project High Value High Risk (HVHR)?	Main sector of this project	Project or sub-package	Project description (max 250 words)
Road B11c (statewide) - Road widening and intersection upgrades		No	Transport	Sub-package	Signalise intersection, additional lanes and new bridge over Kialuk Creek, Craigburn
Road B11c (statewide) - Mickleham Road Upgrade - Stage 2		No	Transport	Sub-package	Duplicate 3.7km of Mickleham Road from Dellamore Boulevard, Greenvale, to Craigeburn Road, and upgrade intersections along the route, including walking and cycling paths
Road B11c (statewide)			Transport	Project/Program	This initiative will plan and/or construct 19 road upgrade projects across growing suburbs in Victoria. The projects include a new freeway interchange, road duplications, new traffic signals and intersection upgrades, road sealing and resurfacing, and transport network planning in Drouin and Warragul
Road B11c to Get Families Home Sooner and Safer (statewide)	None	Yes	Transport	Project/Program	To upgrade key roads and intersections in major growth areas and regions in order to improve network efficiency, travel times and road safety
Social Housing Accelerator Program (statewide)		Yes	Health and human services	Project/Program	The Social Housing Accelerator Program will build up to 797 new social housing homes over the next five years with funding from the Commonwealth Government's Social Housing Accelerator. Announced in June 2023, the Social Housing Accelerator is a \$2 billion investment in new social housing across Australia, with \$496.5 million provided for new homes across Victoria. The funding will build 797 new homes including low density developments on homes Victoria owned land, medium and high density developments on Victorian Government owned land, support the redevelopment of the two towers in Carlton and increase social housing refurbishment of uninhabitable social housing homes to bring them back to tenable condition.
South Deyon Train Maintenance Facility Stage 2 (statewide)		Yes	Transport	Project/Program	To enhance the maintenance capacity to cater for the growing fleet of V/Line trains.
State Basketball Centre redevelopment (Foot)	-	No	Culture, sport and community	Project/Program	KnoxCity Council and the Victorian Government, along with stakeholders worked cooperatively since 2018 to progress project planning and delivery for the redevelopment of the site. The project included: 12 new indoor courts resulting in a total of 18 courts; Comprehensive training facilities for high-performance basketball including WNBL and NBL teams; New gymnastics facilities; New administration facilities to support sports organisations and clubs, a town square space with cafe, landscaping and car parking upgrades.
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)		No	Environment	Project/Program	The Suburban Parks Program is a 2018 election commitment to create, connect and upgrade more than 6,500 hectares of open space across metropolitan Melbourne.
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various);	Yes	Transport	Project/Program	To prepare for mid-risk main works, a range of initial and Early Works are being undertaken. Initial and Early Works includes: minor road upgrades; installing underground power supply; relocating and protection utilities such as gas, electrical, water and telecommunication services; ground improvement works; construction power and site establishment; and preparation of launch sites for the tunnel boring machines.
Suburban Rail Loop East - Main Works (metro various)	Suburban Rail Loop East - Main Works (metro various);	Yes	Transport	Project/Program	Suburban Rail Loop East will connect our growing health, education, retail and employment precincts in Melbourne's south east between Cheltenham and Box Hill. SRLE East Main Works will deliver approximately 26km of twin-bore tunnels with six underground stations at Cheltenham, Clayton, Monash, Glen Waverley, Burwood and Box Hill. Other infrastructure to be delivered includes a stabling facility in Heatherton, Emergency Support Facility in Mount Waverley and Power Supply Substation in Burwood.
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide); Suburban Roads Upgrade (metropolitan various)	Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide); Suburban Roads Upgrade (metropolitan various)	Yes	Transport	Project/Program	The Northern Roads Upgrade will fix six priority roads and improve and maintain hundreds of kilometres of arterial roads across Melbourne's north, Craigburn Road, Sunbury Road, Liping Road, Childs Road and Bridge Inn Road will be duplicated to boost capacity. Intersections will also be upgraded along Fitzsimons Lane in Eftum. The South Eastern Roads Upgrade will make huge improvements to capacity and boost safety on six priority roads, as well as improve and maintain hundreds of kilometres of arterial roads across the south-eastern suburbs. Extra lanes will be added to Healesville-100 Wee Wee Road, Lathams Road, Narre Warren-Cranbourne Road and Pound Road West, to slash congestion and improve safety. Hallam North Road and Golf Links Road will also be upgraded.
Sunshine Station Masterplan (Sunshine)	Sunshine Station Masterplan: Station Phase Development	Yes	Transport	Project/Program	The Masterplan aims to create a healthy and sustainable place which prioritises public transport, walking and cycling, while still providing for necessary vehicle trips. It will help connect the existing community either side of the railway tracks, develop a wider network of green and community spaces, and encourage greater business investment around Sunshine and Alton to the north. \$34.3 million has been committed to deliver projects outlined in the Masterplan, including works at Station Place including: [A new bus interchange] [A new station plaza and entrance] [New shared user paths and open space] [New pick up / drop off areas] [Creation of a development site and] [Intersection upgrades around the bus interchange]

Name of the major project	Region type	LEA location	State funding	Australian Government funding	Other funding (private/philanthropic/charity)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPFR 2024 value	Has a change in scope impacted the project's TEI since the last survey attention date?	Describe the scope changes that affected the TEI	Has a change in scope impacted the project's completion date since the last survey attention date?	Describe the scope changes that affected the completion date
Road Blitz (statewide) - Southern Cross and Sier Michael Street Intersection Upgrade	Metropolitan	Hume	20,830,000	104,170,000	0	Department of Transport and Planning	Department of Transport and Planning	0	0				
Road Blitz (statewide) - Mecklenham Road Upgrade - Stage 2	Metropolitan	Hume	41,670,000	208,330,000	0	Department of Transport and Planning	Department of Transport and Planning	0	0				
Road Blitz (statewide)	Statewide	Brimbank (Casey) Hume	70,830,000	354,170,000	0	Department of Transport and Planning	Department of Transport and Planning	0	0				
Road Blitz to Get Families Home Sooner and Safer (statewide)	Statewide	Casey (Greater Geelong) Hobsons Bay (Hobson) Mitchell (Morabool) Wyndham	405,973,000	357,577,000	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	1	0	Yes	Wilson Street Intersection Upgrade. Additional scope includes upgrade of the Northern Highway and Watson Street Intersection.	Yes	Wilson Street Intersection Upgrade. Additional scope includes upgrade of the Northern Highway and Watson Street Intersection.
Social Housing Accelerator Program (statewide)	Statewide		0	480,000,000	0	Homes Victoria	Homes Victoria	1	0	No		No	
South Dyon Train Maintenance Facility Stage 2 (statewide)	Metropolitan	Melbourne	296,755,000	0	0	Victorian Rail Track (V/Track)	Victorian Infrastructure Delivery Authority	0	0	No		No	
State Basketball Centre redevelopment (Knox)	Metropolitan	Knox	107,699,000	0	27,000,000	State Sport Centres Trust	Development Victoria	3	3	No		No	
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	Metropolitan	Bowdale Borondara Brimbank (Cardinia) Casey (Darebin) Frankston (Glen Eira) Greater Dandenong Hobsons Bay (Hume) Kingston (Knox) Manningham (Maribyrnong) Maroondah Valley (Mornington Peninsula) Nillumbik Port Phillip (Stonnington) Whitehorse (Whitless) Wyndham Yarra City/Yarra Ranges	212,257,000	0	0	Department of Energy, Environment and Climate Action	Department of Energy, Environment and Climate Change	0	0	No		No	
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	Metropolitan	Kingston (Monash) Whitehorse	2,377,618,000	0	0	Department of Transport and Planning	Suburban Rail Loop Authority	0	0	No		No	
Suburban Rail Loop East - Main Works (metropolitan various)	Metropolitan	Kingston (Monash) Whitehorse	30,700,000,000	0	0	Department of Transport and Planning	Suburban Rail Loop Authority	0	0	No		No	
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Metropolitan	Casey (Frankston) Greater Dandenong (Hume) (Manningham) (Whitless) Yarra Ranges	1,741,122,000	1,577,369,000	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	1	0	Yes	570,000,000	Yes	The TEI increase comprises the addition of the Van 'Yan Road Upgrade - Stage 2 initiative
Sunshine Station Masterplan (Sunshine)	Metropolitan	Brimbank				Victorian Rail Track (V/Track)	Department of Transport and Planning	0	0	No		No	

Name of the major project	What stage is this project currently in?	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Road Blitz (statewide) - Road Blitz - Upgrade - Michael Street Intersection	Business case development	No		No		No		No		No		No		
Road Blitz (statewide) - Micklem Road Upgrade - Stage 2	Business case development	No		No		No		No		No		No		
Road Blitz (statewide)	Feasibility study/planning	No		No		No		No		No		No		
Road Blitz to Get Families Home Sooner and Safer (statewide)	Business case development	Yes	05/10/2023	Yes	05/10/2023	Yes	01/09/2023	Yes	01/09/2023	No		No		
Social Housing Accelerator Program (statewide)	In delivery/under construction	No		No		No		No		No		No		
South Dymon Train Maintenance Facility Stage 2 (statewide)	In delivery/under construction	No		No		No		Yes	23/06/2023	No		No		
State Basketball Centre redevelopment (Kooee)	Post-practical completion	In delivery/under construction		In delivery/under construction		In delivery/under construction		In delivery/under construction		No		No		No
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	In delivery/under construction	In delivery/under construction		In delivery/under construction		In delivery/under construction		In delivery/under construction		In delivery/under construction		In delivery/under construction		
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	In delivery/under construction	Yes	06/12/2020	Yes	06/12/2020	Yes	23/03/2021	Yes	05/11/2021	No		No		
Suburban Rail Loop East - Main Works (metropolitan various)	Procurement process	Yes	06/12/2020	Yes	06/12/2020	Yes	22/07/2022	Yes	20/10/2023	No		No		
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	In delivery/under construction	No		Yes	10/06/2018	Yes	12/11/2020	Yes	11/04/2021	Yes	19/12/2023	No		
Sunshine Station Masterplan (Sunshine)	Procurement process	No		No		No		No		No		No		

Name of the major project	How many DTF Project Assurance Reviews (PARs) have been conducted for this project?	Most recent (dd/mm/yyyy) completion date for a business case?	Does this project have a business case?	When was the business case approved (dd/mm/yyyy)?	Please explain why a business case has not been approved (max 250 words).	Has an Investment Logic Map (ILM) been approved for this project?	When was the ILM approved (dd/mm/yyyy)?	Please explain why an ILM has not been approved (max 250 words).
Road Blitz (statewide) - Calder Park Drive and Mickleham Road Upgrade	None	No	No		This project was announced in March 2025. A business case is being developed by MIPV.	No		An ILM will be developed as part of business case development.
Road Blitz (statewide) - Mickleham Road Upgrade - Stage 2	None	No	No		A draft business case has been developed by MIPV for Mickleham Road Upgrade Stage 2 project. Business case will be submitted for government approval.	No		The ILM for Mickleham Road Stage 2 project is embedded in the draft business case. Business case will be submitted for government approval.
Road Blitz (statewide)	None	No	No		Draft business cases have been developed by MIPV for Calder Park Drive upgrade and Mickleham Road Upgrade Stage 2 projects. The development of these two business cases were previously funded by the government. Business cases for some of the other 19 Road Blitz projects are being planned after the funding for road Blitz was announced in March 2025.	No		The ILM for Calder Park Drive upgrade and Mickleham Road Stage 2 projects are embedded in the draft business cases. ILMs will be developed for other Road Blitz projects that require a business case.
Road Blitz to Get Families Home Sooner and Safer (statewide)	None	Yes	Yes	13/09/2024		Yes	13/09/2024	
Social Housing Accelerator Program (statewide)	None	No	No		In consultation with DTF, the SHAP undertook development of an implementation plan, that was approved by ERC. DTF require SHAP, RHf and BHf to follow the framework outlined within the approved Housing Delivery Project Assurance Plan (PAP).	No		In consultation with DTF, the SHAP has not developed an investment logic map, aligned to the Housing Delivery PAP.
South Dyon Train Maintenance Facility Stage 2 (statewide)	1	15/07/2024	Yes	03/09/2022		Yes	18/01/2022	
State Basketball Centre redevelopment (foot)	None	Yes	Yes	24/11/2020		Yes	24/11/2020	
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	None	No	No		In place of a business case this project has an Expenditure Review Committee submission which has been uploaded into this survey.	No		An investment Logic Map was not a requirement for this project when it was initiated.
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	None	Yes	Yes	01/08/2021		Yes	12/04/2021	
Suburban Rail Loop East - Main Works (metropolitan various)	None	Yes	Yes	01/08/2021		Yes	12/04/2021	
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	1	01/06/2022	Yes	25/06/2018		Yes	25/06/2018	
Sunshine Station Masterplan (Sunshine)	None	Yes	Yes	25/01/2022		No		Benefits realised through this initiative will be captured in the broader program of works.

Name of the major project	Has a Benefits Management Plan (BMP) been approved for this project?	When was the BMP approved (dd/mm/yyyy)	Please explain why a BMP has not been approved (max 250 words). A BMP will be developed as part of business case development.	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the business case, IUP or BMP) that have been realised or are anticipated in the current phase of the project?
Road Blitz (statewide) - Road Blitz to Set Families Home Score and Sifer (statewide)	No		The BMP for Mickleham Road Stage 2 project is embedded in the draft business case. Business case will be submitted for government approval.	No
Road Blitz (statewide) - Mickleham Road Upgrade - Stage 2	No		The BMP for Calder Park Drive upgrade and Mickleham Road Stage 2 projects are embedded in the draft business cases. BMPs will be developed for other Road Blitz projects that require a business case.	Yes
Road Blitz (statewide)	No			Yes
Road Blitz to Set Families Home Score and Sifer (statewide)	Yes	13/09/2024		Yes
Social Housing Accelerator Program (statewide)	No		In accordance with the Social Housing Accelerator Schedule that the Treasurer signed for Victoria, the Commonwealth Government will commence evaluation of Victoria's progress within the first two years of the program. Homes Victoria will work with the Commonwealth to undertake evaluations of the SHAP.	Yes
South Dymon Train Maintenance Facility Stage 2 (statewide)	Yes	18/01/2022		Yes
State Basketball Centre redevelopment (foot)	Yes	24/11/2020		No
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	No		Suburban Parks Program does not have a specific benefit plan as it utilises benefit metrics outlined by the sustainability fund.	No
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	Yes	28/02/2025		Yes
Suburban Rail Loop East - Main Works (metropolitan various)	Yes	26/02/2025		Yes
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Yes	25/06/2018		Yes
Sunshine Station Masterplan (Sunshine)	No		Benefits realised through this initiative will be captured in the broader program of works.	Yes

Name of the major project	Does this project have any internal reporting processes showing actual progress for increased alignment against project benefits compared to those included in the business case, LUP or BMR?	Does this project have a process to recalculate any changes to project benefits (as described in the business case, LUP or BMR) due to the impact of significant material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Please provide the rationale for the rating you have given for cost (max 250 words).	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Road Blitz (statewide) - South Eastern Metropolitan Michael Street Intersection Upgrade	No	Yes	Yes	Green		Green	
Road Blitz (statewide) - Melbourne Road Upgrade - Stage 2	No	Yes	Yes	Green		Green	
Road Blitz (statewide)	No	Yes	Yes	Green		Green	
Road Blitz to Get Families Home Sooner and Safer (statewide)	Yes	Yes	Yes	Green		Green	
Social Housing Accelerator Program (statewide)	Yes	Yes	Yes	Green	Program is on track to deliver scope.	Green	Program is on track to deliver within the funding envelope.
South Dymon Train Maintenance Facility Stage 2 (statewide)	Yes	Yes	Yes	Green		Green	
State Basketball Centre redevelopment (Koo)w	No	No	Yes	Green		Green	
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	Yes	Yes	Yes	Green		Green	
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	No	No	Yes	Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time.	Green	
Suburban Rail Loop East - Main Works (metropolitan various)	Yes	Yes	Yes	Green		Green	
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Yes	Yes	Yes	Green		Green	
Sunshine Station Masterplan (Sunshine)	Yes	Yes	Yes	Amber	The scope of the Sunshine Station Masterplan works is subject to a future government decision, related to the integration of the Masterplan and the Sunshine Superhub project.	Amber	Cost escalation is likely due to broader market trends in this space across the period the project was paused. This is subject to current investigation.

Name of the major project	Provide a self-assessment of how the project is progressing against timelines	Please provide the rationale for the rating you have given for this project (max 250 words)	Provide a rating of how this project is progressing against benefits	Please provide the rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of latest report (or expiry)
Road Bits (statewide) - Road and Main Roads - Michael Street Intersection Upgrade	Green		N/A		A/G Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
Road Bits (statewide) - Mickleham Road Upgrade - Stage 2	Green		N/A		A/G Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
Road Bits (statewide)	Green		N/A		A/G Deputy Secretary, Network Design & Integration	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025
Road Bits to Get Families Home Sooner and Safer (statewide)	Green		Green		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2025
Social Housing Accelerator Program (statewide)	Green	Program is on track to deliver within the approved schedule.	N/A	In accordance with the Social Housing Accelerator Schedule that the Treasurer signed for Victoria, the Commonwealth Government will commence evaluation of Victoria's progress within the first two years of the program. Home's Victoria will work with the Commonwealth to undertake evaluations of the SHAP.	Director, Enterprise & Portfolio Governance	Home's Victoria	Chief Executive Officer	Home's Victoria	25/09/2025
South Deyon Train Maintenance Facility Stage 2 (statewide)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
State Basketball Centre redevelopment (foot)	Green		Green		Project Manager, Professional Sport and Tourism Infrastructure	Department of Jobs, Skills, Industry and Regions	Executive Director, Professional Sport and Tourism Infrastructure	Department of Jobs, Skills, Industry and Regions	18/09/2025
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	Red	The timing of each stage of the land acquisitions process can be variable, with the legal processing potentially taking years when compulsory land acquisition is required. Expected timeline for completion for remaining parcels of land are yet to be confirmed. Overall the program is expected to be over 6 months behind schedule due to the factors outlined above.	Green		Senior Policy Officer, Suburban Parks Program	DEECA	Deputy Secretary, Corporate Services	DEECA	11/09/2025
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	Green		Green		Chief Internal Audit Officer	Suburban Rail Loop Authority	Chief Operating Officer	Suburban Rail Loop Authority	10/10/2025
Suburban Rail Loop East - Main Works (metropolitan various)	Green		Green		Chief Internal Audit Officer	Suburban Rail Loop Authority	Chief Operating Officer	Suburban Rail Loop Authority	10/10/2025
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Green		Green		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2025
Sunshine Station Masterplan (Sunshine)	Amber	The timing of delivery of the Sunshine Station Masterplan is subject to a future government decision, related to the potential integrated delivery of the Masterplan and Sunshine Superhub project.	Green		Deputy Secretary, Housing, Building and Land Delivery	Department of Transport and Planning	Secretary	Department of Transport and Planning	18/09/2025

Name of the major project (metropolitan/variou)	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in IPA	Approved total estimated investment (TEI) as per IPA 2022-26, or Budget allocation, as attracted by entity (metropolitan/variou)	MPPR2024 TEI	Original TEI	Actual expenditure to date (as per IPA 2022-26) Q1-Q2 2023-2031	Estimated completion date as per MPPR 2024	Original estimated completion date	Project status as per IPA 2022-26	Footnote from IPA 2022-26
Sandringham Station Superhub (metropolitan/variou)	No	2023	4,100,000,000						New	The TEI includes \$2,000 billion of Commonwealth Government funding.
Sustaining statewide health services delivery at The Alfred (Prahan)	Yes	2024	118,000,000	118,000,000	118,000,000	170,000,000 Q2 2023-2030	Q4 2027-2028	Q4 2027-2028	Existing	The estimated completion date has been revised to quarter 2 2029-30 to accommodate the need to stage work around clinical service requirements.
The Alfred Hospital urgent infrastructure (Prahan)	Yes	2018	174,500,000	174,500,000	69,500,000	13,640,000 Q1 2023-2030	Q4 2025-2030	Q4 2023-2024	Existing	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Coburns Rd, Edford Rd	No	2025	571,199,939			126,463,848 Q1 2023-2030			New	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	Yes	2023	322,267,226	3,289,000	329,343,000	89,199,140 Q1 2023-2030	Q4 2025-2030	Q4 2025-2030	Existing	The TEI has decreased by \$60.723 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maddox & Champion, Newport	No	2025	509,284,634			89,711,033 Q1 2023-2030			New	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maidstone SILX	No	2025	196,439,771			27,600,907 Q1 2023-2030			New	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Best, Northcote, Station St, Ascotvale	Yes	2023	664,402,277	67,741,000	678,403,000	176,012,380 Q1 2023-2030	Q4 2025-2030	Q4 2025-2030	Existing	The TEI has decreased by \$60.723 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	Yes	2023	290,432,537	2,956,000	296,278,000	165,644,617 Q1 2023-2030	Q4 2025-2030	Q4 2025-2030	Existing	The TEI has decreased by \$60.723 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.

Name of the major project (metropolitan/variou)	Other names this project is known by	Is this project High Value High Risk (HVHR)	Main sector of this project	Project or sub-package	Project description (max 250 words)
Sunderline Station Superhub (metropolitan/variou)		Yes	Transport	Project/Program	A \$4.1 billion partnership with the Commonwealth Government will deliver the new Sunderline Station Superhub. This investment will improve V/Line Services and allow for the delivery of new services to the station. The investment will include the construction of the rail network around Sunderline Station. It will also include the construction of a new passenger and freight lines to allow for better connections to the city and regional Victoria.
Sustaining statewide health service delivery at The Alfred (Prahan)		No	Health and human services	Project/Program	Funding is provided to deliver a program of works across the Alfred campus to help maintain the delivery of high-quality critical clinical services such as operating theatres and intensive care and in-patient units.
The Alfred Hospital urgent infrastructure (Prahan)		No	Health and human services	Project/Program	The original scope of this project was the refurbishment of the wards within the Main Ward Block to remove hazardous materials and address urgent infrastructure and the compliance issues. The COVID pandemic required the use of buildings originally identified for decommissioning (and the refurbishment areas themselves) to be used for treatment. These areas remain in clinical use today, requiring a review of scope (feasibility study recently completed).
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Coburns Rd, Edford Rd		Yes	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	This is one package of many that comprise the works making up the '25 more level crossing removals by 2030'. The amount listed at question 8 is an approximated allocation of budget for this package. It is not a TEI, and it is subject to adjustment to account for components managed at a program level. The aggregated budget allocation amounts for all packages (i.e. inclusive of this package) equals the Target Estimated Investment (TEI) of \$6,522,100,000.	Yes	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maddox & Champion, Newport		Yes	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maidstone SILX		No	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Best, Northallan, Station 31, Apurvale	This is one package of many that comprise the works making up the '25 more level crossing removals by 2030'. The amount listed at question 8 is an approximated allocation of budget for this package. It is not a TEI, and it is subject to adjustment to account for components managed at a program level. The aggregated budget allocation amounts for all packages (i.e. inclusive of this package) equals the Target Estimated Investment (TEI) of \$6,522,100,000.	Yes	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Digges Rest	This is one package of many that comprise the works making up the '25 more level crossing removals by 2030'. The amount listed at question 8 is an approximated allocation of budget for this package. It is not a TEI, and it is subject to adjustment to account for components managed at a program level. The aggregated budget allocation amounts for all packages (i.e. inclusive of this package) equals the Target Estimated Investment (TEI) of \$6,522,100,000.	Yes	Transport	Sub-package	This package is one of many that comprise the '85 by 2025 (Level Crossing Removal)' program. The financial information provided is an allocation of budget for this package (not TEI) and it is subject to adjustment to account for components managed at a program level. The addition of a further 25 then 10 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).

Name of the major project (Metropolitan/Various)	Region type	LEA location	State funding	Australian Government funding	Other funding (private/philanthropic/charity)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPFR 2024 value	Has a change in scope impacted the project's FD since the last survey attention date?	Describe the scope change(s) that affected the FD	Has a change in scope impacted the project's completion date since the last survey attention date?	Describe the scope change(s) that affected the completion date
Sandringham Station Superhub (Metropolitan/Various)	Metropolitan	LEA location: Birmbanc (Murrumbidgee)	2,140,000,000	2,060,000,000	0	0 Victorian Rail Track (VETrack)	Victorian Infrastructure Delivery Authority	0	0	0/No			
Sustaining statewide health service delivery at The Alfred (Prahan)	Metropolitan	Stonnington	118,000,000	0	0	0 Department of Health	Victorian Infrastructure Delivery Authority	0	0/No	0/No		No	
The Alfred Hospital urgent infrastructure (Prahan)	Metropolitan	Stonnington	174,500,000	0	0	0 Department of Health	Victorian Infrastructure Delivery Authority	1	1	1/No		No	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Coburns Rd, Edford Rd	Metropolitan	Melton	571,199,893	0	0	0 Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0/No			
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	Metropolitan	Melton/Wyndham	322,267,228	0	0	0 Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0/No		No	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maddox & Champion, Newport	Metropolitan	Hobsons Bay	592,284,634	0	0	0 Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0/No			
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maidstone SILX	Metropolitan	Murrumbidgee	196,439,771	0	0	0 Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0/No			
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Bean, Mordialloc, Station 31, Aspendale	Metropolitan	Kingston	664,402,277	0	0	0 Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0/No		No	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	Metropolitan	Hume/Melton	290,432,527	0	0	0 Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0/No		No	

Name of the major project (metropolitan/variou)	What stage is this project currently in? Early works/pre-procurement	MPW 2024 project stage	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Sandringham Station Superhub (metropolitan/variou)	Early works/pre-procurement		No		No		No		No		No		No		
Sustaining statewide health service delivery at The Alfred (Prahan)	Early works/pre-procurement	Feasibility study/planning	No		No		No		No		No		No		
The Alfred Hospital urgent infrastructure (Prahan)	Early works/pre-procurement	Early works/pre-procurement	No		No		No		No		No		No		
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Coburns Rd, Edford Rd	In delivery/under construction		Yes	04/12/2015	Yes	04/12/2015	Yes	04/12/2015	Yes	16/05/2024	No		No		
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	In delivery/under construction	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes	04/12/2015	Yes	14/12/2023	No		No		
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maddox & Champion, Newport	In delivery/under construction	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes	04/12/2015	Yes	03/07/2024	No		No		
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maidstone SILX	In delivery/under construction		Yes	04/12/2015	Yes	04/12/2015	Yes		No		No		No		
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McConrad & Bear, Mordialloc, Station 31, Aspendale	In delivery/under construction	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes	04/12/2015	Yes	19/12/2023	No		No		
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	In delivery/under construction	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes	04/12/2015	Yes	31/07/2023	No		No		

Name of the major project (Metropolitan various)	How many DTP Project Assurance Reviews (PARs) have been conducted for this project?	Most recent (old) completion date (dd/mm/yyyy)	Does this project have a Business Case?	When was the business case approved (dd/mm/yyyy)	Please explain why a business case has not been approved (max 250 words).	Has an Investment Logic Map (ILM) been approved for this project?	When was the ILM approved (dd/mm/yyyy)	Please explain why an ILM has not been approved (max 250 words).
Sunshine Station Superhub (Metropolitan various)	1	05/09/2023	Yes	21/02/2023	Business case approved out of cycle	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.
Sustaining statewide health service delivery at The Alfred (Prahran)	None		Yes	09/02/2024		Yes	09/02/2024	
The Alfred Hospital urgent infrastructure (Prahran)	None		Yes	09/02/2024		Yes	09/02/2024	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Coburns Rd, Edford Rd	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maddox & Champion, Newport	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Muldstone SILX	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McConrad & Beier, Mooroolbark Station 31, Ardenale	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Digges Rest	3	04/04/2024	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.	No		In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LKRP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2021.

Name of the major project	Has a Benefits Management Plan (BMP) been approved for this project?	When was the BMP approved? (dd/mm/yyyy)	Please explain why a BMP has not been approved (max 250 words)	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business Case, IIR or BMR) that have been realised or are anticipated in the current phase of the project?
Sunshine Station Superhub (metropolitan various)	No		The BMP for this project is included within the IIR Business Case, with the updated Sunshine Station configuration not altering the BMP applying to the IIR.	No
Sustaining statewide health service delivery at The Alfred (Prahan)	Yes	09/02/2024		Yes
The Alfred Hospital urgent infrastructure (Prahan)	Yes	09/02/2024		Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Coburns Rd, Edford Rd	No		Included with the LXP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2024	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	No		Included with the LXP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2024	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maddox & Champion, Newport	No		Included with the LXP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2024	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maidstone SILX	No		Included with the LXP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2024	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Best, Mordialloc, Station 31, Aspendale	No		Included with the LXP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2024	Yes
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	No		Included with the LXP Program Business Case. In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (i.e. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings. The LXP Program Business Case was approved on 3 April 2017 for 50 level crossing removals and a further 35 sites were approved on 9/4/2021 and a further 25 sites on 14/9/2024	Yes

Name of the major project	Does this project have any internal reporting processes showing actual progress for increased alignment expected project benefits compared to those included in the business case, LUM or BMR?	Does this project have a process to recalculate any changes to project benefits (as described in the business case, LUM or BMR) due to the impact of significant material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Please provide the rationale for the ratings you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Swinburn Station Superhub (metropolitan various)	No	No	Yes	Green		Green	
Sustaining statewide health services delivery at The Alfred (Prahran)	Yes	Yes	Yes	Green		Green	
The Alfred Hospital urgent infrastructure (Prahran)	Yes	Yes	Yes	Green		Green	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Coburns Rd, Edford Rd	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '25 more by 2030' approved TEI
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Meiton - Truganina	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '25 more by 2030' approved TEI
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maddox & Champion, Newport	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '25 more by 2030' approved TEI
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maidstone SILX	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '25 more by 2030' approved TEI
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Best, Mordialloc, Station 31, Ascotdale	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '25 more by 2030' approved TEI
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	Yes	Yes	Yes	Green		Green	Financial outcomes for this project will be managed within the '25 more by 2030' approved TEI

Name of the major project (metropolitan/variou)	Provide a self-assessment of how the project is progressing against timelines	Provide a rationale for the rating you have given for timeline (max 250 words)	Provide a rating of how this project is progressing against benefits.	Provide a rationale for the rating you have given for benefits (max 250 words)	Position of the contact person	Entity of the contact person	Position of the accountable officer (or delegate)	Name of the entity of the accountable officer (or delegate)	Date of instruction (dd/mm/yyyy)
Sandringham Station Superhub (metropolitan/variou)	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Sustaining statewide health services delivery at The Alfred (Prahan)	Green		Green		Senior Executive Director, Health Capital Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
The Alfred Hospital urgent infrastructure (Prahan)	Green		Green		Senior Executive Director, Health Capital Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Coburns Rd, Edford Rd	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maddox & Champion, Newport	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Maidstone SILX	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Best, Werndaloo, Station 31, Ardenale	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	Green		Green		Senior Manager, Assurance	VIDA Rail	Chief Executive Officer	VIDA Rail	13/10/2025

Name of the major project	Surveyed in Major Projects Performance Reporting 2024 (MPPR 2024)?	Year the project first appeared in MPPR	Approved total estimated investment (TEI) as per MPPR 2022-26, or Budget Allocation, as attributed by entity	MPPR 2024 TEI	Original TEI	Actual expenditure to date as per MPPR 2022-26	Estimated completion date as per MPPR 2022-26	Actual expenditure to date as per MPPR 2024, estimated completion date	Original estimated completion date	Project status as per MPPR 2022-26	Project status as per MPPR 2024-26	Notes
Twenty five more for the major project (Level Crossing Removal) (metropolitan various)	Yes	2023	3,894,773,996	3,079,470,000	5,216,076,000	246,877,077	Q1 2025-2030	Q1 2025-2030	Q1 2025-2030	Existing	Existing	The TEI has decreased by 560.73 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.
Warrambool Base hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool)	Yes	2021	396,100,000	384,200,000	384,200,000	96,570,000	Q4 2026-2027	Q4 2026-2027	Q4 2025-2026	Existing	Existing	The TEI has increased by \$11,900 million due to market escalation.
Water for a growing North (Whittlesea)	Yes	2022	130,996,000	1,348,000,000	1,087,281,000	130,642,733	Q3 2024-2025	Q1 2024-2025	Q2 2023-2024	Completed	Completed	
Werribee Main Road Interchange Upgrade (Werribee)	No	2025	250,000,000			0				New	New	The TEI includes \$125,000 million of Commonwealth Government funding. The estimated completion date will be disclosed following further project development activities.
West Gate Tunnel (metropolitan various)	Yes	2016	10,159,204,000	101,592,000,000	6,344,432,000	9,596,050,517	Q2 2025-2026	Q2 2025-2026	Q2 2022-2023	Existing	Existing	
Western highway duplication – Ballarat to Stawell (regional various)	Yes	2009	656,357,000	65,635,700,000	412,800,000	608,514,894			Q4 2012-2016	Existing	Existing	The estimated completion date is to be confirmed once planning activities are completed. The TEI includes \$499,380 million of Commonwealth Government funding.
Western treatment plant 5 West nutrient removal plant (Werribee)	Yes	2022	331,695,000	33,307,000,000	290,284,000	338,887,115	Q2 2025-2026	Q1 2025-2026	Q1 2025-2026	Existing	Existing	The estimated completion date has been revised to quarter 2 2025-26 to align with a revised project schedule.
Western treatment plant primary treatment capacity augmentation (Werribee)	Yes	2024	368,084,000	5,593,000,000	333,821,000	170,950,804	Q1 2027-2028	Q4 2027-2028	Q4 2027-2028	Existing	Existing	
Western treatment plant waste activated sludge treatment augmentation (Werribee)	Yes	2024	106,510,000	1,402,600,000	107,115,000	51,040,477	Q4 2027-2028	Q4 2027-2028	Q4 2027-2028	Existing	Existing	
Western trunk sewers shallow conduit rehabilitation (Werribee)	No	2025	231,849,000			11,390,175	Q2 2029-2030			Existing	Existing	

Name of the major project Twenty five more level crossing removals by 2030 (Level Crossing Removal) (metropolitan various)	Other names this project is known by Twenty five more level crossing removals by 2030 (level Crossing Removal) (metropolitan various)	Is this project High Value High Risk (HVHR)	Main sector of this project Transport	Project or sub-package Project/Program	Project description (max 250 words) The addition of further 25 level crossing removals, additional to the 50 level crossing removals forming part of the 2017 LCRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020).
Warrambool Base hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool)		Yes	Health and human services	Project/Program	The first stage of redeveloping the Warrambool Base Hospital includes enhancing the capacity of the emergency department, operating theatres and acute inpatient beds, reboating of supply and linen services to a new waste and the development of a new regional logistics distribution centre.
Water for a growing North (Whittlesea)		No	Water	Project/Program	Construction of a pump station and 2.0km pipeline from the Yan Yean Water Treatment Plant to the Bald Hill, Kallaluk Service Reserve. The project meets growing demand for water in the northern and western suburbs of Greater Melbourne and supports development in the planned growth area.
Werribee Main Road Interchange Upgrade (Werribee)		No	Transport	Project/Program	Upgrade four intersections, improve Princes Freeway on/off ramps, and provide an additional lane on the existing Werribee Main Road bridge crossing the Princes Freeway to improve travel times and road safety.
West Gate Tunnel (metropolitan various)	Western Distributor	Yes	Transport	Project/Program	The West Gate Tunnel Project is a city-shaping project that will deliver a vital alternative to the West Gate Bridge, provide quicker and safer journeys, and remove thousands of trucks off residential streets.
Western highway duplication – Ballarat to Stawell (regional various)	None	Yes	Transport	Project/Program	The Western Highway Duplication will: - Add an extra lane in each direction between Burumbud and Stawell; - Install safety barriers; - Upgrade intersections; - Introduce protected turning lanes, and; - Build service lanes. The project has been split into three sections for planning and delivery purposes: Section 1, the Ballarat to Beaufort has finished construction; Section 2, Beaufort to Ararat has a 12.5 km portion remaining the Baargon to Ararat section which involves: - Adding two lanes in each direction, including extra turning lanes; - Building a new bridge over the railway line; - Building two bridges over Hopkins river; - Adding an interchange at Hillside Road, with entry and exit ramps; - Building 6 kilometres of new road to the south of the existing Western Highway.
Western treatment plant 5 West nutrient removal plant (Werribee)		No	Water	Project/Program	The 5 West Nutrient Removal Plant replaces ageing treatment assets and increases sewage treatment capacity at the Western Treatment Plant.
Western treatment plant primary treatment capacity augmentation (Werribee)		No	Water	Project/Program	The project delivers a significant upgrade to the Western Treatment Plant and diverts raw sewage away from existing overloaded treatment assets. The project provides more environmentally sustainable and efficient sewage treatment.
Western treatment plant waste activated sludge treatment augmentation (Werribee)		No	Water	Project/Program	The project delivers a significant upgrade to the Western Treatment Plant and diverts treatment by-product (sludge) away from existing overloaded treatment assets to. The project provides more environmentally sustainable and efficient sewage treatment.
Western trunk sewer shallow conduit rehabilitation (Werribee)		No	Water	Project/Program	The project rehabilitates a key section of the Western Trunk Sewer to prevent environmental spills and public health risks. It ensures safe and reliable transfer of sewage to the Western Treatment Plant, supporting more sustainable and efficient wastewater management for Melbourne.

Name of the major project Twenty five more for the 2020-2025 period (based on the 2020-2025 period) (Metropolitan various)	Region type	LGA location	State funding 3,386,773,650	Australian Government funding	Other funding (private/philanthropic/charity etc)	Responsible entity	Delivery entity	Number of government or minister approved scope changes throughout the life of the project	MPFR 2024 value	Has a change in scope impacted the project's PD since the last survey assessment date?	Describe the scope change(s) that affected the PD	Has a change in scope impacted the project's completion date since the last survey assessment date?	Describe the scope change(s) that affected the completion date
Warrambool Base hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool)	Regional	Warrambool	396,100,000	0	0	Department of Health	Victorian Infrastructure Delivery Authority	0	0	No		No	
Water for a growing North (Whittlesea)	Metropolitan	Whittlesea	0	0	130,956,000	Melbourne Water Corporation	Melbourne Water Corporation	0	0	0		0	
Werribee Main Road Interchange Upgrade (Werribee)	Metropolitan	Wyndham	125,000,000	125,000,000	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0		0	
West Gate Tunnel (metropolitan various)	Metropolitan	Hebbon's Bay/Melby/roving Melbourne Wyndham	4,150,764,185	0	6,008,442,215	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	0	0	0	No	No	
Western highway duplication – Ballarat to Stawell (regional various)	Regional	Ararat Ballarat Northern Grampians Pyrenees	156,977,000	499,380,000	0	Department of Transport and Planning	Victorian Infrastructure Delivery Authority	1	1	1	Yes	Yes	Unbudgeted costs associated with legal challenges and delays to the project.
Western treatment plant 5 West nutrient removal plant (Werribee)	Metropolitan	Wyndham	0	0	331,695,000	Melbourne Water Corporation	Melbourne Water Corporation	0	0	0	Yes	Yes	Due to the nature of the additional work, MWC's Stage 1 Practical Completion is not scheduled for Q1 2026-27.
Western treatment plant primary treatment capacity augmentation (Werribee)	Metropolitan	Wyndham	0	0	368,084,000	Melbourne Water Corporation	Melbourne Water Corporation	0	0	0	No	No	
Western treatment plant waste activated sludge treatment augmentation (Werribee)	Metropolitan	Wyndham	0	0	106,510,000	Melbourne Water Corporation	Melbourne Water Corporation	0	0	0	No	No	
Western trunk sewer shallow conduit rehabilitation (Werribee)	Metropolitan	Wyndham	0	0	231,849,000	Melbourne Water Corporation	Melbourne Water Corporation	0	0	0	No	No	

Name of the major project	What stage is this project currently in	Completed Gate 1: Concept and feasibility	Gate 1: date of approval (dd/mm/yyyy)	Completed Gate 2: Business case	Gate 2: date of approval (dd/mm/yyyy)	Completed Gate 3: Business for market	Gate 3: date of approval (dd/mm/yyyy)	Completed Gate 4: Tender decision	Gate 4: date of approval (dd/mm/yyyy)	Completed Gate 5: Business for service	Gate 5: date of approval (dd/mm/yyyy)	Completed Gate 6: Benefit analysis	Gate 6: date of approval (dd/mm/yyyy)	Following the completion of this project, has it been reviewed or evaluated to assess whether its anticipated benefits have been achieved?
Twenty five more for the road (West Coast Regional Metropolitan various)	In delivery/under construction	Yes	04/12/2015	Yes	04/12/2015	Yes		No		No		No		
Warrambool Base hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool)	In delivery/under construction	Yes	03/05/2021	Yes	03/05/2021	Yes	15/09/2022	Yes	28/08/2025	No		No		
Water for a growing North (Whitflesha)	Practical completion													No
Werribee Main Road Interchange Upgrade (Werribee)	Business case development	No		No		No		No		No		No		
West Gate Tunnel (metropolitan various)	In delivery/under construction	Yes	05/10/2015	Yes	05/10/2015	Yes	23/06/2016	No		No		No		
Western highway duplication – Ballarat to Stawell (regional various)	In delivery/under construction	Yes	11/01/2012	Yes	11/01/2012	Yes	22/06/2015	Yes	10/11/2016	No		No		
Western treatment plant 5 West nutrient removal plant (Werribee)	In delivery/under construction													
Western treatment plant primary treatment capacity augmentation (Werribee)	In delivery/under construction													
Western treatment plant waste activated sludge treatment augmentation (Werribee)	In delivery/under construction													
Western trunk sewer shallow conduit rehabilitation (Werribee)	Procurement process	No		No		No		No		No		No		

Name of the major project Twenty-five more for 2020 (Level Crossing Removal) (metropolitan various)	How many DTP Project Assurance Reviews (PARs) have been conducted for this project?	Most recent (date) completion date (YYMM) (YYMM/YYMM) case?	Does this project have a Business Case?	When was the business case approved (dd/mm/yyyy) 24/09/2022	Please explain why a business case has not been approved (max 250 words).	Has an Investment Log: Map (ILM) been approved for this project?	When was the ILM approved? (dd/mm/yyyy) 24/09/2022	Please explain why an ILM has not been approved (max 250 words). Includes with the ILM Program Business Case.
Water for a growing North (Whitflesch)	3	04/04/2024	Yes	09/07/2024		Yes		
Warrambool Base hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool)	None		Yes	01/09/2020		Yes	01/09/2020	
Water for a growing North (Whitflesch)	None		Yes	09/07/2024		Yes	26/11/2018	
Werribee Main Road Interchange Upgrade (Werribee)	None		Yes	19/12/2024		Yes	19/12/2024	
West Gate Tunnel (metropolitan various)	None		Yes	05/10/2015		Yes	01/10/2015	
Western highway duplication – Ballarat to Stawell (regional various)	1	01/10/2020	Yes	01/05/2015		Yes	01/05/2015	
Western treatment plant 5 West nutrient removal plant (Werribee)	None		Yes	22/03/2022		Yes	14/03/2021	
Western treatment plant primary treatment capacity augmentation (Werribee)	None		Yes	04/08/2023		Yes	15/02/2023	
Western treatment plant waste activated sludge treatment augmentation (Werribee)	None		Yes	04/08/2023		Yes	16/02/2023	
Western trunk sewer shallow conduit rehabilitation (Werribee)	None		Yes	24/10/2024		Yes	31/03/2023	

Name of the major project Twenty five more for 2020 (based on the Business Case) (metropolitan various)	Has a Benefits Management Plan (BMP) been approved for this project? Yes	When was the BMP approved (dd/mm/yyyy) 17/09/2021	Please explain why a BMP has not been approved (max 250 words). Include with the O&P Program Business Case.	Does this project have a benefits measurement system or benefits capture plan in place that collects and assesses project benefits (as described in the Business Case, IUP or BMP) that have been realised or are anticipated in the current phase of the project? Yes
Warrambool Base hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool)	Yes	01/09/2020		Yes
Water for a growing North (Whitflesch)	Yes	17/03/2020		Yes
Werribee Main Road Interchange Upgrade (Werribee)	Yes	19/12/2024		Yes
West Gate Tunnel (metropolitan various)	Yes	29/03/2019		Yes
Western highway duplication – Ballarat to Stawell (regional various)	Yes	01/05/2015		Yes
Western treatment plant 5 West nutrient removal plant (Werribee)	Yes	17/02/2021		Yes
Western treatment plant primary treatment capacity augmentation (Werribee)	Yes	01/03/2023		Yes
Western treatment plant waste activated sludge treatment augmentation (Werribee)	Yes	01/03/2023		Yes
Western trunk sewer shallow conduit rehabilitation (Werribee)	Yes	31/03/2023		Yes

Name of the major project	Does this project have any internal reporting processes showing actual progress for increased alignment against project benefits compared to those described in the business case, LHM or BMR?	Does this project have a process to recalculate any changes to project benefits (ie embedded in the business case, LHM or BMR) due to the impact of significant material scope changes?	Do you collect, analyse and use lessons learned as a part of continuous improvement?	Provide a self-assessment of how the project is progressing against scope	Please provide the rationale for the rating you have given for scope (max 250 words).	Provide a self-assessment of how the project is progressing against cost	Please provide the rationale for the rating you have given for cost (max 250 words).
Twenty five more for the 2020 (based on existing BMR) (Metropolitan various)	Yes	Yes	Yes	Green		Green	Financial information for this project will be managed within the 25 more by 2030 approved TI
Warrambool Base hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool)	Yes	Yes	Yes	Green		Green	
Water for a growing North (Whitflesha)	Yes	Yes	Yes	Green		Green	
Werribee Main Road Interchange Upgrade (Werribee)	No	Yes	Yes	Green		Green	
West Gate Tunnel (Metropolitan various)	Yes	Yes	Yes	Green		Green	
Western highway duplication – Ballarat to Stawell (regional various)	Yes	Yes	Yes	Amber	Scope is currently being reviewed in conjunction with obtaining a new Cultural Heritage Management Plan (CHMP)	Red	A review of project costs will be undertaken following the finalisation of the CHMP and prior to construction recommencing.
Western treatment plant 5 West nutrient removal plant (Werribee)	Yes	Yes	Yes	Green		Amber	The project cost has increased due to underestimated pipework scope and additional infrastructure requirements identified during construction. Change is within 15% of approved project cost at Treasurer Approval and increased expenditure has been approved by MMC's Board.
Western treatment plant primary treatment capacity augmentation (Werribee)	Yes	Yes	Yes	Green		Green	
Western treatment plant waste activated sludge treatment augmentation (Werribee)	Yes	Yes	Yes	Green		Green	
Western trunk sewer shallow conduit rehabilitation (Werribee)	Yes	Yes	Yes	Green		Green	

Name of the major project Twenty five more for the 2020 (used Crossing Removal) (metropolitan/ various)	Provide a self-assessment of how the project is progressing against timelines Green	Provide a rationale for the rating you have given for timeline. (max 250 words)	Provide a rating of how this project is progressing against benefits. Green	Provide the rationale for the rating you have given for benefits (max 250 words).	Position of the contact person Senior Manager, Assurance	Entity of the contact person VIDA Rail	Position of the accountable officer (or delegate) Chief Executive Officer	Name of the entity of the accountable officer (or delegate) VIDA Rail	Date of instruction (dd/mm/yyyy) 13/10/2025
Warrambool Base hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool)	Green		Green		Senior Executive Director, High Value High Risk Program	VIDA Health	Chief Executive Officer	VIDA Health	15/09/2025
Water for a growing North (Whittlesea)	Red	Commissionment of the project was delayed due to an extended CHMP and planning approval process.	Green		Senior Manager Reporting & Insights Capital Program Management Office	Melbourne Water	Head of Capital Program Management Office	Melbourne Water	17/09/2025
Werribee Main Road Interchange Upgrade (Werribee)	Green		N/A		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	16/10/2025
West Gate Tunnel (metropolitan/ various)	Green		Green		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2025
Western highway duplication – Ballarat to Stawell (regional/ various)	Red	A review of project timelines will be undertaken following the finalisation of a new CHMP and prior to construction recommencing	Green		Executive Director, Corporate and Project Controls	Victorian Infrastructure Delivery Authority	Chief Executive Officer, VIDA Roads	Victorian Infrastructure Delivery Authority	17/09/2025
Western treatment plant 5 West nutrient removal plant (Werribee)	Amber	Due to the nature of the unforeseen additional works, there has been a delay to MWC's Stage 1 Practical Completion, however, this has not resulted in delays to the commissioning of the plant.	Green		Senior Manager Reporting & Insights Capital Program Management Office	Melbourne Water	Head of Capital Program Management Office	Melbourne Water	17/09/2025
Western treatment plant primary treatment capacity augmentation (Werribee)	Green		Green		Senior Manager Reporting & Insights Capital Program Management Office	Melbourne Water	Head of Capital Program Management Office	Melbourne Water	17/09/2025
Western treatment plant waste activated sludge treatment augmentation (Werribee)	Green		Green		Senior Manager Reporting & Insights Capital Program Management Office	Melbourne Water	Head of Capital Program Management Office	Melbourne Water	17/09/2025
Western trunk sewer, shallow conduit rehabilitation (Werribee)	Green		Green		Senior Manager Reporting & Insights Capital Program Management Office	Melbourne Water	Head of Capital Program Management Office	Melbourne Water	17/09/2025

Auditor-General's reports tabled in 2025–26

Report title	Tabled
<i>Delivering Savings Under the COVID Debt Repayment Plan</i> (2025–26: 1)	July 2025
<i>Planned Surgery in Victoria</i> (2025–26: 2)	August 2025
<i>Financial Management of Local Councils</i> (2025–26: 3)	August 2025
<i>Responses to Performance Engagement Recommendations: Annual Status Update 2025</i> (2025–26: 4)	September 2025
<i>Relief and Recovery Funding for the 2022 Floods</i> (2025–26: 5)	October 2025
<i>Cybersecurity of IT Servers</i> (2025–26: 6)	October 2025
<i>Accessibility of Tram Services: Follow-up</i> (2025–26: 7)	November 2025
<i>Auditor-General's Report on the Annual Financial Report of the State of Victoria 2024–25</i> (2025–26: 8)	November 2025
<i>Service Delivery Performance 2025</i> (2025–26: 9)	December 2025
<i>Managing the Transition to Renewable Energy</i> (2025–26: 10)	December 2025
<i>Ravenhall Correctional Centre: Rehabilitating and Reintegrating Prisoners – Part 2</i> (2025–26: 11)	February 2026
<i>Major Projects Performance Reporting 2025</i> (2025–26: 12)	March 2026

All reports are available for download in PDF and HTML format on our website at <https://www.audit.vic.gov.au>

Our role and contact details

The Auditor-General's role

For information about the Auditor-General's role and VAGO's work, please see our online fact sheet [About VAGO](#).

Our assurance services

Our online fact sheet [Our assurance services](#) details the nature and levels of assurance that we provide to Parliament and public sector agencies through our work program.

Contact details

Victorian Auditor-General's Office
Level 31, 35 Collins Street
Melbourne Vic 3000
AUSTRALIA
Phone +61 3 8601 7000
Email enquiries@audit.vic.gov.au
